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AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 24 February 2025 at 6:00pm

**This Council Meeting will be held at Council Chamber,
350 High Street, Preston.**

**This meeting will be a scheduled hybrid meeting, at which
both councillors and members of the public may
participate either in person or virtually.**

**This meeting will also be livestreamed and may be
accessed from Councils website www.darebin.vic.gov.au.**

Persons wishing to observe the meeting in person, submit a Question or make a Submission, are required to register by 12pm on the day of the meeting.



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN DAREBIN

Darebin City Council acknowledges the Wurundjeri Woi-Wurrung people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and emerging.

Council pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin.

Council recognises, and pays tribute to, the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people.

We acknowledge the leadership of Aboriginal and Torres Strait Islander communities and the right to self-determination in the spirit of mutual understanding and respect.



(2)

English

These are the Minutes for the Council Meeting. For assistance with any of the items in the minutes, please telephone 8470 8888.

Arabic

هذه هي محاضر اجتماع المجلس. للحصول على المساعدة في أي من البنود في المحاضر، يرجى الاتصال بالهاتف 8470 8888.

Chinese

这些是市议会会议纪要。如需协助了解任何纪要项目，请致电8470 8888。

Greek

Αυτά είναι τα Πρακτικά της συνεδρίασης του Δημοτικού Συμβουλίου. Για βοήθεια με οποιαδήποτε θέματα στα πρακτικά, παρακαλείστε να καλέσετε το 8470 8888.

Hindi

ये काउंसिल की बैठक का सारांश है। सारांश के किसी भी आइटम में सहायता के लिए, कृपया 8470 8888 पर टेलीफोन करें।

Italian

Questo è il verbale della riunione del Comune. Per assistenza con qualsiasi punto del verbale, si prega di chiamare il numero 8470 8888.

Macedonian

Ова е Записникот од состанокот на Општинскиот одбор. За помош во врска со која и да било точка од записникот, ве молиме телефонирајте на 8470 8888.

Nepali

यी परिषद्को बैठकका माइन्युटहरू हुन्। माइन्युटका कुनै पनि वस्तुसम्बन्धी सहायताका लागि कृपया 8470 8888 मा कल गर्नुहोस्।

Punjabi

ਇਹ ਵੈੱਸਲ ਦੀ ਮੀਟਿੰਗ ਵਾਸਤੇ ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਹੈ। ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਵਿਚਲੀਆਂ ਕਿਸੇ ਵੀ ਆਈਟਮਾਂ ਸੰਬੰਧੀ ਸਹਾਇਤਾ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ 8470 8888 ਨੂੰ ਟੈਲੀਫੋਨ ਕਰੋ।

Somali

Kuwaani waa qodobadii lagaga wada hadlay Fadhiga Golaha. Caawimada mid kasta oo ka mid ah qodobada laga wada hadlay, fadlan la xiriiir 8470 8888.

Spanish

Estas son las Actas de la Reunión del Concejo. Para recibir ayuda acerca de algún tema de las actas, llame al teléfono 8470 8888.

Urdu

یہ کاؤنسل کی میٹنگ کا ایجنڈا ہے۔ ایجنڈے کے کسی بھی حصے کے بارے میں مدد کے لیے براہ مہربانی 8470 8888 پر فون کریں۔

Vietnamese

Đây là những Biên bản Họp Hội đồng Thành phố. Muốn có người trợ giúp mình về bất kỳ mục nào trong biên bản họp, xin quý vị gọi điện thoại số 8470 8888.

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Agenda

1. OPENING OF MEETING AND MEMBERSHIP

Cr. Kristine Olaris OAM (Mayor)
Cr. Emily Dimitriadis (Deputy Mayor)
Cr. Matt Arturi
Cr. Connie Boglis OAM
Cr. Gaetano Greco
Cr. Ruth Jelley
Cr. Julie O'Brien
Cr. Alexandra Sangster
Cr. Vasilios Tsalkos

2. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

3. APOLOGIES

4. DISCLOSURES OF CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 28 January 2025 be confirmed as a correct record of business transacted.

6. COUNCIL'S OCCUPATIONAL HEALTH AND SAFETY RESPONSIBILITIES

7. QUESTION AND SUBMISSION TIME

Members of the public can lodge questions for Council to answer or make a Comment or Submission prior to a specific item listed on the Agenda of an Ordinary Council meeting.

QUESTIONS

Members of the public can ask up to three (3) questions at an Ordinary Council meeting. Members of the public wishing to ask a question must register their question using the Questions and Submission Time Form before 12 noon on the day of the meeting.

Questions that are not lodged by 12 noon on the day of the Council Meeting will not be accepted, and **no questions will be taken from people *in attendance on the night of the Council Meeting***.

In accordance with the Council Governance Rules 2020, the Chairperson may disallow a question if it:

- a) relates to a matter outside the duties, functions or powers of Council;
- b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- c) may lead to a breach of Council's statutory obligations;
- d) relates to a Notice of Motion, Petition or item of urgent business;
- e) deals with a subject matter already answered;
- f) is aimed at embarrassing a Councillor or an Officer; or
- g) deals with a matter that should be, or has been, considered as a confidential matter or relates to any matter in respect of which Council may close the Meeting to the public under section 66 of the *Local Government Act 2020*.

No questions directed at an individual Councillor or Officer will be allowed

SUBMISSIONS

Members of the public wishing to make a 2 minute submission on a report listed on the Agenda (unless not permitted pursuant to the Councils Governance Rules) must register online before 12 noon on the day of the Ordinary Council Meeting or Hearing of Submissions Meeting and be in attendance on the day of the Meeting to make their submission.

If the person wishing to make a submission or their representative is not in attendance (including virtual attendance for a scheduled hybrid meeting) when the Agenda item is to be considered, their submission will not be read out.

The person making the submission must clearly state their name and their suburb. The name of the submitter will be recorded in the Minutes, as an official record.

No member of the public can make a submission to a Notice of Motion, Petition (unless originator of petition, Governance Rule 16.3(6)) or item of Urgent Business presented at a Council meeting.

HOW TO REGISTER TO ATTEND THE MEETING, SUBMIT YOUR QUESTION OR MAKE A SUBMISSION

Members of the public who wish to observe the meeting in person, ask a question, or make a submission to an agenda item, at an Ordinary Council Meeting are required to register by 12pm on the day of the meeting in one of the following ways:

- (a) online at darebin.vic.gov.au;
- (b) by calling the customer service team on 8470 8888, or
- (c) by mail to PO Box 91, Preston 3072

Council meetings can be viewed at the 'Watch Council and Planning Committee' meetings page via Council's website.

Agenda's will be available for viewing on Council's website at the 'Meeting Agendas and Minutes' page up to 6 days prior to the date of the meeting.

8. PETITIONS

9. CONSIDERATION OF REPORTS

9.1 CONTRACT AWARD - CT202445 PROVISION OF IT HARDWARE

Author: Coordinator Procurement & Contracting
Coordinator IT Projects
Chief Information Officer

Reviewed By: General Manager, Customer and Corporate

EXECUTIVE SUMMARY

This report outlines the proposed project to replace Council's ageing laptop fleet with modern devices. By upgrading to new laptops, Council aims to improve operational efficiency, enhance cyber security and optimise overall performance. Funding is available in the 2024/25 Capital Works program to undertake the proposed procurement.

A competitive public tender process was undertaken to identify a suitable supplier capable of delivering high-quality laptops and services to meet business requirements. The evaluation panel assessed tenders based on various criteria, including price, technical specifications, warranty terms, social procurement requirements, compliance requirements and environmental considerations.

In accordance with the Council Resolution of 14 August 2024, all suppliers were also required to provide a self-declaration regarding the extent to which the supplier does not have a direct affiliation or association with international military forces (government or non-government), manufacturer of weapons used in war, and organisations that benefit from illegal occupation and human rights abuses.

Officer Recommendation

That Council:

- (1) Awards contact CT202445 for the Provision of IT Hardware to _____.
 - (2) Awards the contract and warranty period for a term of 3 years commencing 1 March 2025 and ending on 28 February 2028.
 - (3) Authorises the Chief Executive Officer to finalise and execute the contract documents on behalf of the council.
 - (4) Notes the previous resolution of 14 August 2024 that a review of the whole Social and Sustainable Procurement Policy is scheduled for the next Council Term in 2025.
-

BACKGROUND / KEY INFORMATION

Council has a requirement to continually refresh its IT infrastructure to ensure critical business functions are not disrupted, or are not operating with optimal performance due to inadequate or unreliable IT infrastructure.

The majority of Council's current fleet of laptops is more than five years old, out of support, and prone to hardware issues. The outdated equipment results in sluggish performance, numerous operational problems, and faults. Consequently, staff efficiency is reduced, and significant time is spent by the IT Service Desk resolving hardware issues. This situation impedes staff from focusing on their work effectively. It is common for laptops that are over 3 to 5 years old to present issues such as driver incompatibility, unsupported firmware, and security risks.

Additionally, the introduction of new applications has exacerbated these challenges, causing driver incompatibility and platform compatibility problems with the recently implemented device management applications for imaging and patch management.

Funding is available through Council's 2024-25 Capital Works program to undertake the proposed procurement. The supplier will also be responsible for the setup and deployment of devices across Council.

Previous Council Resolution

At its meeting held on 14 August 2024, Council resolved in relation to this procurement activity:

'That Council:

.....

- (6) *Authorises the CEO (or delegate) to operationalise the social outcome principle using Option 1B for the two tenders described in Appendix A of this report, including authorising any additional expenditure required as outlined in the discussion section of this report.*
- (7) *Notes that the decisions about the outcome of the two tenders will be made in line with the current "Instrument of Delegation" which sets out the financial value of procurement decisions made by elected councillors at a meeting of Council, and the value at which the CEO (or their delegate) is delegated to make procurement decisions.'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

3.4 We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

Request for Tender (RFT)

Under the Council's Social and Sustainable Procurement Policy, a public tender methodology was adopted. The tender was advertised on the Council's e-Tender portal and each evaluation panel member scored submissions individually.

The request for tender was issued on 24 August 2024 and closed on 12 September 2024.

Tender Evaluation Process

The tender evaluation panel (TEP) comprised of individuals from Information Services team. The panel was supported by the procurement team and external probity advisor. The tender submissions were evaluated against the evaluation criteria in Table 1. This criterion was included in both the Procurement Plan and the tender documentation.

Additionally, Council resolved at its meeting on 14 August 2024 that the evaluation criteria for this tender was to include a self-declaration from tenderers to "seek assurance from all suppliers by way of self-declaration on the extent to which the supplier does not have a direct affiliation or association with international military forces (government or non-government), manufacturer of weapons used in war, and organisations that benefit from illegal occupation and human rights abuses."

As required by the Council resolution, the self-declaration had a weighting of 10% of the overall evaluation criteria and was part of the overall 25% social/sustainable weighting.

Table 1: Tender evaluation criteria

EVALUATION CRITERIA	%
Price	40%
OHS/Insurances/Covid Plan/WWCC	Pass/Fail
Local Business Content	5%
Social Initiatives and Practices	5%
Sustainable Initiatives and Practices	5%
Self-Declaration	10%
Experience and track record of vendor	15%
Services offered to meet Council requirements	20%
Total	100%

At the close of tender a total of six (6) companies submitted responses via the e-Tender portal.

The TEP members individually evaluated each of the submissions for compliance and against all evaluation criteria, conducting a comprehensive analysis of each tenderer's proposal. The TEP deemed the submissions received from two (2) companies were non-conforming due to not meeting the requirements of Council cyber security assessment framework.

Following the individual review, four (4) companies with conforming tenders were requested to provide additional information via post tender clarifications to assist with the evaluation process. This related to questions such as confirming the company's solvency and capacity to operationalise the delivery and implement large volume devices to Council within defined timelines. All responses subsequently received were considered acceptable for meeting Council's requirements.

The TEP, together with the procurement business partner, held a meeting on 30 October 2024 in the presence of the probity advisor, to review, discuss scoring, address any significant variations and consensus to conclude the evaluation process.

Sufficient funds are available within the 2024/25 Capital Works program to fund this procurement.

Probity

Council's procurement policy mandates that a probity advisor be engaged for all projects valued at \$1M or greater. A probity advisor was engaged to provide an overview of the probity tasks and findings in relation to the tender evaluation process, noting that the recommendation has justification, and that the assessment is free from improper influence of any other persons.

Reference Checks

Reference checks were conducted on 8 November 2024, for the recommended supplier. The nominated referees expressed high satisfaction with the supplier's professional services and endorsed their suitability for the Provision of IT Hardware – Supply & Delivery Laptop Devices project. Previous financial assessment conducted by Equifax has been applied to this contract which indicates the supplier has satisfactory financial capacity to undertake this contract

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

In line with Darebin's declaration of Climate Emergency and other environmental sustainability commitments, tender evaluation criteria gave weight to suppliers who demonstrated commitment to minimising adverse environmental impacts through processes and work practises. All suppliers recommended to this panel have satisfied the Evaluation Panel that individual environmental practises are in line with Darebin's commitments.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

In line with Darebin's Social and Sustainable Procurement Policy, the tenderer evaluation criteria gave weight to social initiatives and practices. Tenderers were assessed on their ability to demonstrate commitment to address disadvantage, improve equity and deliver social value.

Economic Development and Cultural Considerations

The evaluation criteria gave weight to Darebin based businesses and/or suppliers who could demonstrate local economic contribution through regular purchasing from local traders or the employment of local people. These factors were viewed favourably in line with evaluation criteria.

Legal and Risk Implications

Suppliers recommended for the panel have demonstrated the appropriate level of expertise for individual categories. Each has been assessed as an acceptable risk based on insurances, OH&S considerations.

Significant risks would occur should the tender not be awarded and further delaying the roll-out of new laptops, including:

- Outdated equipment leads to sluggish performance, numerous operational problems and frequent faults effecting organisational business continuity.
- Staff efficiency is diminished, with significant time spent by the service desk resolving user-related issues.
- Laptops over 3 to 5 years old face issues such as driver incompatibility, unsupported firmware and increased cyber security risks.

IMPLEMENTATION ACTIONS

Upon Council's approval, the Contract will be awarded and programmed to commence. A letter of acceptance and contract will be issued to the successful tenderer.

The contract shall be signed by both the contractor and Council prior to the commencement of delivery and deployment of devices.

Implementation is to be over a period of 3 to 4 months, commencing in March 2025. A roll-out plan will be developed in conjunction with the successful supplier and communicated to the organisation.

RELATED DOCUMENTS

Nil

ATTACHMENTS

- CT202445 - Contract Award - Provision of IT Hardware (**Appendix A**) Confidential - enclosed under separate cover
- CT202445 - Evaluation Matrix (**Appendix B**) Confidential - enclosed under separate cover
- CT202445 - Evaluation Analysis (**Appendix C**) Confidential - enclosed under separate cover
- CT202445 - Supplier Self Declaration (**Appendix D**) Confidential - enclosed under separate cover
- CT202445 - Financial and Performance Assessment Report (**Appendix E**) Confidential - enclosed under separate cover
- CT202445 - Probity Report (**Appendix F**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.2 OUR DAREBIN COMMUNITY PANEL REPORT AND COMMUNITY VISION ADOPTION

Author: Manager Customer and Corporate Performance

Reviewed By: General Manager, Customer and Corporate

EXECUTIVE SUMMARY

The Local Government Act 2020, Part 4 – Planning and Financial Management, Division 1 – Strategic Planning (the Act), sets out all Victorian Councils' obligations to review their Community Vision and develop the 4-year Council Plan, 10- year Financial Plan and 10-year Asset Plan.

This report presents the Darebin 2041 Community Vision (the Vision) to Council for adoption under section 88 of the Local Government Act 2020. In accordance with the Act, the revised Vision which includes the statement and pillars has been developed with the municipal community adhering to Council's deliberative engagement practices as set-out in Darebin City Council's Community Engagement Policy. The Our Darebin community panel (the Panel) was tasked with the responsibility to review the Vision that was originally adopted by Council in 2021.

The Panel also deliberated on community priorities, focus areas for the Council Plan and guiding principles for asset management and financial decisions. These are presented to Council in this report for noting and consideration in the development of the Council Plan, 10-year Financial Plan and 10-year Asset Plan.

Officer Recommendation

That Council:

- (1) Adopt the Darebin 2041 Community Vision (statement and pillars) including minor editorial amendments contained in this report.
 - (2) Note the Our Darebin Deliberative Panel Report in **Appendix A** and consider the recommendations relating to Community Priorities, Focus Areas for the Council Plan and Guiding Principles for asset management and financial decisions, in the development of the Council Plan, 10-year Financial Plan and 10-year Asset Plan.
 - (3) Thank the members of the Our Darebin Deliberative Panel for their time and contribution.
-

BACKGROUND / KEY INFORMATION

The Local Government Act 2020, Part 4 – Planning and Financial Management, Division 1 – Strategic Planning (the Act), sets out all Victorian Councils' obligations to review their Community Vision and develop the Council Plan 2025-29, 10- year Financial Plan and 10 year Asset Plan.

The Act includes timelines and the requirement for deliberative engagement with the community on these key plans. Under the Public Health and Wellbeing Act 2008, Councils are required to develop a Health and Wellbeing Plan with a provision for this to be embedded in the Council Plan or a standalone plan. Darebin is opting to embed the Health and Wellbeing Plan (H&WB) in the Council Plan 2025-29.

Extensive community engagement on these key plans has occurred over the last six months. This has included broad and targeted engagement reaching approximately 3,500 people and 80 targeted sessions with harder to reach and underrepresented communities.

Deliberative engagement, in accordance with the Act and Council's Community Engagement Policy, occurred with the Our Darebin Deliberative Panel. The Panel was a representative, cross-section of 'everyday' members of Darebin's diverse community, brought together over four sessions in November and December. Their task was to revise the Darebin 2041 Community Vision and provide recommendations to inform the development of the Council Plan (including H&WB Plan), 10-year Financial Plan and 10-year Asset Plan.

Detailed information on the community engagement process is included in the Community Engagement section below.

Previous Council Resolution

This matter is not the subject of a previous Council resolution.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

DISCUSSION

Revised Darebin 2041 Community Vision

Darebin 2041 Community Vision, originally adopted in June 2021, comprises a Vision Statement and three supporting pillars.

Broad engagement was designed to check-in with the community on the current Community Vision statements. The type and style of engagement was to provide the community with an easy and engaging opportunity to provide feedback.

The community was asked if they agreed with the Vision Statement and to provide feedback on their response. The following chart indicates broad community support when asked the question "Do you agree with the Darebin 2041 Community Vision?", with only 11% of respondents indicating they did not agree. This is based on responses from approximately 3,500 respondents across a range of engagement activities including online at Your Say Darebin, Annual Community Survey, pop-ups and targeted engagements.

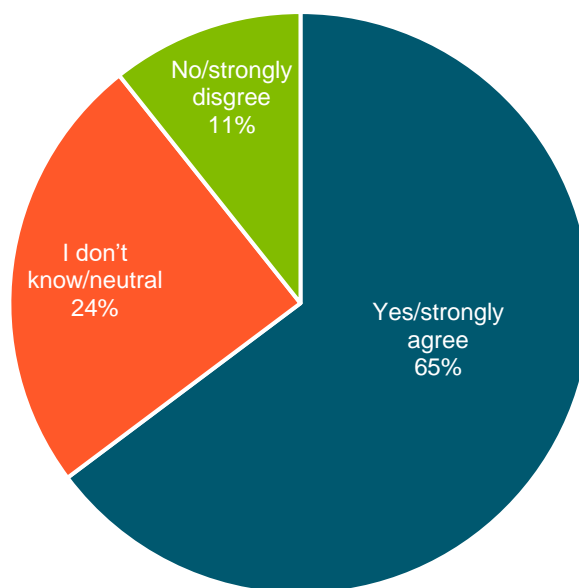


Figure 1 Agreement with Darebin 2041 Community Vision

The results of the broad community engagement were provided as an input into the deliberative panel to discuss the following remit:

Does the Community Vision still align with our community's aspirations for Darebin's future?

If not, what adjustments should be made to ensure it reflects our shared goals and guides us towards a thriving and financially sustainable Darebin?

The Deliberative Panel was provided with a range of inputs during their deliberation on the Community Vision and supporting pillars remit.

Other inputs included:

- Detailed presentation on what a Community Vision is, why it is important and challenges
- Feedback from Darebin Aboriginal Advisory Committee
- Feedback from the Wurundjeri Woi-wurrung Cultural Heritage Corporation
- Guest speakers to bring under-represented voices, perspectives and lived experiences into the Panel including:
 - Member of Darebin's Youth Jury
 - Wurundjeri Woi-wurrung Elder
 - Your Community Health

The Panel selection and composition is described in more detail in the Community Engagement section below. The panel was representative across a range of attributes including age, gender, area and housing tenure as well as culturally diverse, reflective of Darebin's community. Guest speakers were invited to bring in the voices and lived experiences of under-represented groups in the composition of the panel, that were not specifically recruited for. This included LGBTIQ+, young people and Traditional Owners, the Wurundjeri Woi-wurrung. It is important to note that panel members were representing the entire Darebin community and were not selected to represent a particular cohort or group.

Community Vision Panel recommendation

The Darebin 2041 Community Vision is comprised of four statements and corresponding supporting pillars that describe the community's aspirations in more detail and give further context to explain the statements.

The recommended Darebin 2041 Community Vision (Statements and Pillars) from the panel including minor editorial amendments is being presented to Council for adoption under s88 of the Local Government Act 2020 as follows.

Darebin 2041 Community Vision	
<p>Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses experience safety, fulfillment and prosperity.</p> <p>Darebin respects and celebrates Aboriginal and Torres Strait Islander people, and our diverse communities.</p> <p>Darebin has responded effectively to the climate emergency by implementing a circular economy and creating a sustainable, green and liveable environment.</p> <p>Darebin is renowned for its collaborative engagement, integrity, transparency and commitment to financial sustainability.</p>	
<p>Pillar 1: Vibrant, Healthy and Connected</p>	<p>'One Darebin' – a place where no suburb or person is left behind.</p> <p>Basic needs in health, housing, employment, education and community safety are met and advocated for.</p> <p>Darebin is a city with access to amenities and services within walking distance of our homes.</p> <p>Safe and accessible transport for all is provided and promoted.</p> <p>Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages.</p> <p>There are equitable and diverse opportunities for employment and volunteering.</p> <p>Darebin consists of vibrant, safe and dynamic spaces with community amenities and events.</p> <p>Darebin is a Victorian centre for creative industry and the arts.</p>
<p>Pillar 2: Respectful and Inclusive</p>	<p>Diverse communities are celebrated and we uplift different voices to places of power.</p> <p>Aboriginal and Torres Strait Islander values, living culture and connection to Country are recognised.</p> <p>Connection to, and preservation of, local history acknowledging past harm and trauma.</p>
<p>Pillar 3: Sustainable, Green and Liveable</p>	<p>Urgent action is taken on the climate emergency, including leading and educating communities and businesses.</p> <p>Darebin is innovative in facilitating the most effective and efficient recycling and waste management strategies and has established a circular economy.</p> <p>Ecological solutions are integrated into the built environment, such as rapidly expanding canopy cover to respond to a warming climate.</p> <p>Traditional Owner, the Wurundjeri Woi-wurrung people's knowledge of Country is incorporated into environmental initiatives.</p>

Darebin 2041 Community Vision	
	<p>Regenerating, enhancing and protecting waterways, ecosystems and biodiversity.</p> <p>Business investment and growth is encouraged and incentivised in the sustainability sector.</p> <p>Development and the built environment are designed for liveability and sustainability.</p> <p>Sustainable development and retrofitting practices are promoted which protect natural assets and strive for zero carbon emissions.</p>
<p>Pillar 4: Collaborative, Transparent and Responsible</p>	<p>Our Darebin is responsible, and responsive, to our community’s needs, now and into the future.</p> <p>Meaningful and impactful engagement occurs regularly with residents, service providers and businesses to build trust in decisions and processes.</p> <p>Decisions are made which are community driven, collaborative, transparent and socially just and equitable.</p> <p>There is a commitment to financial sustainability in all decisions so as to ensure the best outcomes for both current and future generations.</p> <p>Innovative socially and economically beneficial solutions are created to maximise the use of under-utilised open spaces, buildings, streets and other assets.</p>

Editorial amendments

To ensure the Community Vision statement is grammatically correct council completed an editorial review of the recommended Community Vision statement from the panel. Two minor grammatical errors were amended which have been outlined in the table below.

Original version	Amendment	Version for adoption
Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses share safe, fulfilling and prosperous lives.	Sentence is not grammatically correct as businesses are not living	Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses experience safety, fulfillment and prosperity.
Darebin has responded effectively to the climate emergency, by implementing a circular economy and creating a sustainable, green and liveable environment.	Unnecessary comma	Darebin has responded effectively to the climate emergency by implementing a circular economy and creating a sustainable, green and liveable environment.

Analysis of Community Vision changes and rationale

Overview

The Community Panel has evolved the Community Vision to be more specific, actionable and integrated, while maintaining the core values of the original Vision.

The changes reflect a community desire for measurable outcomes, clear accountability, practical implementation and a shift toward greater inclusivity.

Key structural changes

- Vision Statement expanded from three to four paragraphs, adding governance commitments
- Pillars expanded from three to four in line with the added sentence in the statement, with enhanced focus areas
- More specific, measurable commitments throughout
- Stronger integration of financial sustainability principles

Vision statement changes

Expanded scope	Addition of "healthy" highlights a stronger focus on wellbeing. Inclusion of "all residents and businesses share safe, fulfilling and prosperous lives" explicitly addresses inclusivity and prosperity. Inclusion of "businesses" recognises their important role in the community and local economy, particularly in a cost-of-living crisis.
Change to Aboriginal references	"First Nations People" changed to "Aboriginal & Torres Strait Islander people," in response to feedback from Darebin Aboriginal Advisory Committee It shifts the tone from "respects and supports" to "respects and celebrates," in response to feedback from Darebin Aboriginal Advisory Committee The reference to "values Country," is removed and included in pillars.
Climate action focus	Expansion from "mitigating the climate emergency" to "responded effectively... by implementing a circular economy and creating a sustainable, green and liveable environment."
New governance focus	Added emphasis on "collaborative engagement, integrity, transparency and commitment to financial sustainability."

Vision pillar changes

Pillar 1: Vibrant, Healthy and Connected (Changed from Vibrant, Respectful and Connected)	Added "healthy" to title while moving "respectful" to new separate pillar Expanded "One Darebin" concept to specifically include basic needs in health, housing, employment, education Added specific reference to "walking distance" for services More explicitly linked health and wellbeing to service provision
Pillar 2: Respectful and Inclusive (Changed from Prosperous, Liveable and Flourishing)	Original economic/livability focus transformed into inclusion/respect focus Modified transport focus from "sustainable" to "accessible" Removed business/economic elements (redistributed to other sections) Enhanced emphasis on cultural recognition and inclusion
Pillar 3: Sustainable, Green and	Expanded environmental focus with more specific actions Added explicit mention of Traditional Owner knowledge

<p>Liveable (Changed from Climate, Green and Sustainable)</p>	<p>Enhanced focus on canopy cover and climate adaptation Added circular economy and waste management Strengthened language around zero carbon emissions Added specific references to integrated ecological solutions Included more detailed sustainability initiatives</p>
<p>Pillar 4: Collaborative, Transparent and Responsible</p>	<p>New pillar, focused on Council and the organisation, that reflects the community’s aspirations regarding transparency, community engagement, governance and financial sustainability.</p>

Other Panel Recommendations

The Panel’s summary recommendations are below, with the detailed recommendations and rationale included in **Appendix A - Our Darebin Community Panel Report**.

The following Panel recommendations are being presented to Council for noting and to be considered in the development of the Council Plan, Financial Plan and Asset Plan.

Community Priorities

The Panel identified core community priorities that should inform Council's focus over the next four years, drawing on broad community engagement feedback, demographic data, and health and wellbeing information.

- Cost of living and economic security
- Mental health support and services
- Climate emergency response
- Inclusion and accessibility to create “One Darebin”
- Community building and involvement
- Green space and recreation

Focus areas for Council

Building on the identified community priorities, the Panel developed recommended focus areas for the Council Plan.

- Cost of living support
- Climate action response
- Mental health
- Community safety
- Information and community engagement
- Public facilities and infrastructure

Guiding Principles for asset management and financial decisions

The Panel provided guidance on principles to inform Council's strategic decision-making when developing the Council Plan, 10-year Financial Plan and 10-year Asset Plan.

Prioritise accessibility and inclusivity

- Support for public transport-centric facility locations
- Focus on removing barriers to access

Maximise use of existing assets

- Support for multi-purpose facility adaptation without major infrastructure changes
- Emphasis on fully utilising current facilities before building new ones
- Preference for sharing facilities across community groups

Prepare for the future

- Support for climate-resilient facility investments
- Focus on future- proofing while meeting current needs
- Emphasis on adaptable, flexible facilities

Advocate for equitable funding approaches

- Support for charging commercial operators rather than residents
- Emphasis on protecting vulnerable community members
- Focus on transparent decision-making around fees and charges

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

There are no financial management considerations included in this report. The Panel provided guidance on principles to inform Council's strategic decision-making when developing the Council Plan, 10-year Financial Plan and 10-year Asset Plan. These are listed immediately above.

Community Engagement

The first two stages of Our Darebin community engagement have been completed. The Council Plan (including H&WB Plan), 10-year Financial Plan and 10-year Asset Plan will be put on public exhibition in May 2025 (stage 3).

- Stage 1 - Broad engagement – 5 July to 1 September 2024
- Stage 2 - Deliberative engagement – November/December 2024
- Stage 3 - Public Exhibition – May 2025

Broad Engagement

A total of 3,475 community members were engaged during the broad engagement period using 5 engagement methods:

- online survey (665 respondents),
- pop-ups (approximately 700 community members),
- community satisfaction survey (1006 respondents),
- targeted engagement (80 sessions), and

- children's drawing competition (123 entries).

Community members were asked to respond to the following three questions.

1. Do you agree with Darebin 2041 Community Vision?
2. What are your top priorities for Council service areas?
3. What are your health and wellbeing priorities?

The results of the Broad Engagement are available for the community on [Your Say Darebin Darebin 2041 Community Vision and Council Plan 2025-29 | Your Say Darebin](#).

Of the online responders:

- 87% lived in Darebin
- 63% were women
- 5% identified as trans or gender diverse
- 27% spoke a language other than English at home
- 32% were born overseas
- 14% had a disability
- 1% were Aboriginal and/or Torres Strait Islander

Targeted Engagement

A total of 80 targeted engagement sessions with harder to reach and underrepresented communities were undertaken - 67 in person and 13 workshops with advisory committees.

Harder to reach community members we would not usually hear from included:

- Multilingual, multicultural communities
- Aboriginal and Torres Strait Islander community members
- Families
- Young people
- People with disability
- LGBTIQ+ community members
- People who are underhoused or facing housing crisis
- Peak bodies, service providers and organisations supporting community members across these areas.

Aboriginal and Torres Strait Islander engagement

Darebin Aboriginal Advisory Committee (DAAC)

There have been two yarning circles with members of DAAC. Feedback was provided by DAAC and given to the Deliberative Panel as an input.

Wurundjeri Woi-wurrung Cultural Heritage Corporation

Engagement with the Wurundjeri Woi-wurrung Cultural Heritage Corporation is progressing through a three-step process with Elders, including introductory session, community priority discussion and review of draft documents.

Feedback provided to the Panel by the Wurundjeri Woi-wurrung Cultural Heritage Corporation is provided as **Appendix B**.

First Nations survey to inform the future Darebin Council's 2025-2029 four-year plan

Further targeted engagement with the local Aboriginal and Torres Strait Islander community, family groups with a longtime connection to Darebin and Aboriginal Community-Controlled Organisations, specifically on priorities and initiatives for the Council Plan, has occurred. Outputs from this engagement will be used to inform the Council Plan. The First Nations Survey Report is provided as **Appendix C**.

Deliberative Engagement

The Local Government Act 2020 s88 prescribes Council's Community Vision requirements.

88 Community Vision

- (1) A Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.
- (2) The scope of the Community Vision is a period of at least the next 10 financial years.
- (3) A Community Vision must describe the municipal community's aspirations for the future of the municipality.
- (4) A Council must develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.
- (5) The Community Vision adopted under subsection (4) has effect from 1 July in the year following a general election.

The nuanced language of LGA2020 in regard to the Vision, compared to the other strategic plans (ie the Vision must be developed with the municipal community) has been interpreted to apply the highest level of community participation and promise to the community – **Empower**. This is defined in Darebin's Community Engagement Policy as:

Participation Goal - *To place decisions in the hands of the community, and build their capacity to deliver change*

Our promise to the community - *We will implement what you decide or recommend, or we will provide reasons if Council amends a decision or recommendation*

The revised Darebin 2041 Community Vision (statement and pillars) is being presented to Council for adoption, without further community engagement. Council's adopted Community Engagement Policy provides for deliberative engagement recommendations to go directly to Council to be considered for adoption.

To meet the deliberative engagement requirements of the Act and in accordance with Council's Community Engagement Policy, council established the Our Darebin Deliberative Panel.

Our Darebin Deliberative Panel

The Panel was a representative, cross-section of 'everyday' members of Darebin's diverse community, brought together over four sessions in November and December to revise the Darebin 2041 Community Vision and provide recommendations to inform the development of the Council Plan (including H&WB Plan), 10-year Financial Plan and 10-year Asset Plan.

The Panel was committed and engaged in the process and generous in their time and dedication to the task.

Panel selection

The process to select the Our Darebin community panel was fully randomised and supported by advice from an independent expert in the field.

A bespoke, branded invitation from the then Mayor was sent to 10,000 randomised addresses across Darebin which elicited 153 applications that closed on 22 September 2024. To be eligible applicants had to live, own a business or pay rates in Darebin. Applicants were not eligible to apply if they or their direct family were in paid political employment, a Darebin City Council staff member or a member of a Darebin Advisory Committee, a Darebin City Council Councillor (current or from previous two terms) or intending to nominate for the Council election in October 2024.

From the 153 applications, a pool of 41 people was selected based on clear eligibility criteria and submitted for randomisation and sortition by core attributes – age, gender, housing tenure and location in Darebin. The panel commenced with a higher number (41) than the target of (39) as attrition of panel members was expected prior to the panel starting and over the course of the sessions. We had 33 to 35 panel members each day.

The original pool of 41 panellists met all the selection attributes (**Appendix D**).

Selection Attribute	Panel	Darebin
Gender	19 men 22 women	Darebin population 48% male and 51% female
Age	16-24 = 5 25-34 = 9 35-44 = 7 45-54 = 6 55-64 = 7 65+ = 7	Representative of Darebin population
Area	Area 1 Reservoir = 14 Area 2 Preston & Thornbury = 12 Area 3 Northcote, Fairfield & Alphington = 11 Area 4 Bundoora Kingsbury & McLeod = 4	34% of panel, 34% of population 30% of panel, 35% of population 27% of panel, 23% of population 9% of panel, 8% of population
Housing	Owned outright = 12 Owned with mortgage = 15 Rented privately = 11 Rented publicly = 3	30% of panel compared to 29% of population 36% of panel compared to 29% of population 27% of panel compared to 33% of population 7% of panel compared to 4% of population

Other cultural and diversity attributes represented on the Panel

Attribute	Panel	Darebin
Cultural Diversity	1 x Aboriginal community member	2% of panel compared to 1% of Darebin population
	2 x person with a disability + 4 <i>who preferred not to disclose</i>	5% of panel compared to at least 7% of Darebin population
	1x preferred not to disclose gender diverse status	Unknown Census 2021 did not collect transgender or gender diverse status
	12 x speak language other than English at home	30% of panel compared to 32% of Darebin population
	13 x born overseas	32% of panel compared to 31% of Darebin population
	Other needs accommodated including taxi vouchers and interpreter	

Other Principles for consideration

The recommendations contained in the report are integrally linked to numerous Principles in the Local Government Act 2020.

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;
- (d) the municipal community is to be engaged in strategic planning and strategic decision making;
- (g) the ongoing financial viability of the Council is to be ensured;
- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
- (b) strategic planning must address the Community Vision;
- (c) Strategic planning must take into account the resources needed for effective implementation;
- (d) strategic planning must identify and address the risks to effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

There is no environmental sustainability considerations included in this report.

The revised Darebin 2041 Community Vision includes a statement that:

Darebin has responded effectively to the climate emergency, by implementing a circular economy and creating a sustainable, green and liveable environment

The supporting Pillar 3: Sustainable, Green and Liveable provides more detail on the context and community's aspirations.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The Our Darebin Project has embedded and considered equity impacts throughout its planning and delivery including:

- Internal Subject Matter Expert was a member of the Project Working Group
- Engaged with relevant internal stakeholders to discuss and consider how to apply the EIA lens and sought formal advice from the internal EIA Panel
- Meaningful and ongoing engagement with Traditional Owners, the Wurundjeri Woi-wurrung Cultural Heritage Corporation, Darebin Aboriginal Advisory Committee and dedicated engagement with Aboriginal and Torres Strait Islander community members by an Aboriginal consultant
- Cultural safety for the Wurundjeri Woi-wurrung Elder guest speaker including presence from the Aboriginal Partnerships Unit and adherence to our Aboriginal Cultural Protocols
- Eighty targeted engagement sessions during the broad engagement period to hear from under-represented and harder to reach groups and members of the community
- Panel sortition according to age, gender, location and housing tenure met representation targets
- Other cultural and diversity attributes were represented on the panel:
 - Aboriginality
 - Disability
 - Languages other than English spoken at home
 - Born overseas
- Other supports provided to panel members included:
 - Clear expectations on behaviour and 'rules of engagement' for panel members
 - Interpreter provided at the panel for one participant
 - Taxi vouchers and travel reimbursements to remove barriers to participation
 - Availability of a breakout/quiet space for neurodiverse panel members

Economic Development and Cultural Considerations

There are no economic development and cultural considerations included in this report. The revised Darebin 2041 Community Vision includes a statement that:

Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses share safe, fulfilling and prosperous lives.

The supporting Pillar 1: Vibrant, Healthy and Connected provides more detail on the context and community's aspirations.

Operational Impacts

There are no operational impacts considered in this report.

Legal and Risk Implications

There are no legal and risk implications related to this report.

IMPLEMENTATION ACTIONS

Once adopted, the Darebin 2041 Community Vision take effect from 1 July 2025.





Recommendations from the Our Darebin Deliberative Panel will be used to inform the development of the Council Plan, Financial Plan and Asset Plan. These plans are scheduled to be presented to Council in April and endorsed for a period of public exhibition in May.

Final Plans will be presented to Council for adoption in June 2025.

RELATED DOCUMENTS

- Community Engagement Policy
- Darebin 2041 Community Vision adopted in 2021 and contained in the current Council Plan 2021-25

ATTACHMENTS

- Appendix A - Our Darebin Community Panel Report (**Appendix A**) [↓](#) 
- Appendix B - Wurundjeri Woi-wurrung Feedback for Community Vision Panel (**Appendix B**) [↓](#) 
- Appendix C - First Nations Survey Report to inform the Council Plan (**Appendix C**) [↓](#) 
- Appendix D - Panel members selection attributes (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



Community Panel Report

Prepared by i.e. community for Darebin City Council

Our Darebin Community Panel

31 January 2025

Acknowledgement of Country

We acknowledge the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirm that the Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal. We acknowledge that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Privacy

i.e. community and any person(s) acting on our behalf collects, manages and holds personal information in accordance with the Victorian Privacy Act 1988 and the Australian Privacy Principles 2014.

Personal information collected from individuals, such as e-mail addresses, contact details, demographic data and feedback enable us to facilitate participation in, and report on, engagement activities. We follow a strict procedure for the collection, use, disclosure, storage and destruction of personal information. Any information we collect is stored securely and only disclosed to our client or the program team. Written notes from consultation activities are recorded digitally and disposed of securely.

We make every effort to ensure we capture participant feedback accurately, however, we cannot guarantee that every contribution is represented in this report. We are confident this report captures the breadth of views we heard through the engagement period.

i.e. community takes all reasonable steps to ensure that personal information will only be used or disclosed for the purposes outlined in this statement. We will not use or disclose personal information for another purpose without first obtaining further consent or unless required or authorised by law.

For more information about how we protect privacy, please visit www.ie.community.



Introduction

This report outlines the process and presents the outputs from the Our Darebin Community Panel deliberative process conducted in November and December 2024.

Given Darebin City Council's current financial challenges and the diverse needs of the community, the Panel was asked to consider how Council should prioritise and allocate its limited resources over the next four years to maximise community wellbeing and achieve long-term financial sustainability.

This report presents the outputs for each of the four key components of the process:

- The Community Vision
- Community priorities for the next four years
- Recommended focus areas for the next Council Plan
- Guiding principles to inform decision making.

These outputs will inform the development of Council's integrated strategic plans, including the Council Plan, Asset Plan and Financial Plan.

Overview

Objective

To co-design and deliver a deliberative process that builds on the work done by the Design Your Darebin Community Assembly in 2021. The aim of the process was to ensure the Community Vision is aligned with the community's aspirations for the future of Darebin, provide guidance to inform strategic planning, and further strengthen the capacity of Council and the community to work together to create a shared future for the City of Darebin.

Frame for the process

The deliberative engagement process was framed to ensure that the outputs are grounded in the financial challenges faced by Council as shown below.

The path to financial sustainability

Like many councils, we're facing financial challenges. Rate capping and rising costs mean we need to make some tough decisions about our services and operations, to ensure we are financially sustainable. The reality is that if we don't make significant changes we will face even greater challenges balancing the budget. We can't continue to do everything we do today.

In February, we will be presenting a detailed plan to Council on how we will return to financial sustainability. This is likely to include a combination of:

- Adjusting service delivery
- Exploring new income sources
- Improving operational efficiency
- Reduced expenditure on new buildings and assets, and
- Carefully managing our borrowings.

At the core of our recommendations will be the priorities of the Darebin community confirmed by the Community Panel. Over the next four years, we want to prioritise services and activities that make the greatest impact on the lives of our residents.

We need your help to confirm what we really need to focus on over the next four years and how we can make the fairest decisions.

Developing the remit

The remit is the task that is set for the deliberative process, most often in the form of a question. The remit was developed based on the following criteria:

- 1 The issues or dilemma is significant enough to warrant the investment and commitment from the community.
- 2 Council is genuinely open to being influenced and committed to taking onboard the outputs.
- 3 They are 'tricky' enough to be worthy of deliberation, involving the consideration of different options or tradeoffs.
- 4 The community will be interested in the questions and it is not primarily a matter for experts.

The Panel's task - overarching remit

Given Darebin City Council's current financial challenges and the diverse needs of our Community:

How should Council prioritise and allocate its limited resources over the next four years to maximise community wellbeing and achieve long-term financial sustainability?

You will answer this question by identifying core community needs and priorities, recommended focus areas for Council, and providing recommendations on principles to guide Council's decision-making.

Council's commitment

Council is committed to taking the Panel's recommendations seriously and is looking forward to using them to inform future decision-making.

All the Panel's recommendations will be considered fully. Where a recommendation is not able to be implemented, an explanation will be provided to the Panel and the broader community.

Panel sessions

The Community Panel met four times, including an online evening briefing and three in-person sessions at Reservoir Library. An overview of the sessions is provided below.

Briefing: Introduction to the process

Wednesday, 13 November, 6:00pm - 8:00pm

The first session was an evening briefing session to introduce the participants to the process, the facilitators, the Our Darebin project team and each other. The briefing set the foundation for the Panel, understanding the context and their task and setting expectations for the deliberative process.

Day #1: Vision and community needs

Saturday, 16 November, 9:00am - 4:00pm

The first day was focused on the frame for the process, an initial review of the Community Vision and learning about the needs of Darebin's diverse communities. It involved presentations from representatives of different segments of the community and consideration of the findings from the broad engagement process.

Day #2: Identifying priorities and focus areas

Saturday, 23 November, 9:00am - 4:00pm

Day 2 provided the opportunity to reflect on the outcomes of the first day, explore the information provided in more detail, and hear from subject matter experts. The Panel confirmed the community priorities and deliberated on recommended focus areas for the Council Plan.

Day #3: Finalising recommendations and Community Vision

Saturday, 7 December, 9:00am - 4:00pm

On the final day the Panel finalised their recommendations, including the focus areas, guiding principles related to key tensions in the Asset and Finance Plan, and changes to the Community Vision. The day ended with a presentation to Council and afternoon tea with the Mayor and Councillors.

Community Vision

The Panel was tasked with reviewing the existing 20-year Community Vision to ensure it continues to align with community aspirations. Consistent with the first process in 2021, in reviewing the vision the Panel was asked to describe what they would like Darebin to look like in 2041.

Remit

Does the Community Vision still align with our community's aspirations for Darebin's future? If not, what adjustments should be made to ensure it reflects our shared goals and guides us towards a thriving and financially sustainable Darebin?

The Panel reviewed the Community Vision across multiple sessions, they considered feedback from the Darebin community and heard from diverse community representatives to understand the changing community context and aspirations. Working in small groups and then as a whole, the Panel identified areas requiring refinement. An editorial group drafted the Vision at the final session and then proposed refinements, which were subsequently confirmed by the Panel through a post-process survey.

The revised Community Vision consists of four opening statements and supporting pillars as shown below.

Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses share safe, fulfilling and prosperous lives.

Darebin respects and celebrates Aboriginal and Torres Strait Islander people, and our diverse communities.

Darebin has responded effectively to the climate emergency, by implementing a circular economy and creating a sustainable, green and liveable environment.

Darebin is renowned for its collaborative engagement, integrity, transparency and commitment to financial sustainability.

Community Vision

Vibrant, Healthy and Connected

- One Darebin’ – a place where no suburb or person is left behind. Basic needs in health, housing, employment, education and community safety are met and advocated for.
- Darebin is a city with access to amenities and services within walking distance of our homes.
- Safe and accessible transport for all is provided and promoted.
- Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages.
- There are equitable and diverse opportunities for employment and volunteering.
- Darebin consists of vibrant, safe and dynamic spaces with community amenities and events.
- Darebin is a Victorian centre for creative industry and the arts.

Respectful and Inclusive

- Diverse communities are celebrated and we uplift different voices to places of power.
- Aboriginal and Torres Strait Islander values, living culture and connection to Country are recognised.
- Connection to, and preservation of, local history acknowledging past harm and trauma.

Sustainable, Green and Liveable

- Urgent action is taken on the climate emergency, including leading and educating communities and businesses.
- Darebin is innovative in facilitating the most effective and efficient recycling and waste management strategies and has established a circular economy.
- Ecological solutions are integrated into the built environment, such as rapidly expanding canopy cover to respond to a warming climate.
- Traditional Owner, the Wurundjeri Woi-wurrung people’s knowledge of Country is incorporated into environmental initiatives.
- Regenerating, enhancing and protecting waterways, ecosystems and biodiversity.
- Business investment and growth is encouraged and incentivised in the sustainability sector.
- Development and the built environment are designed for liveability and sustainability.
- Sustainable development and retrofitting practices are promoted which protect natural assets and strive for zero carbon emissions.

Collaborative, Transparent and Responsible

- Our Darebin is responsible, and responsive, to our community’s needs, now and into the future.
- Meaningful and impactful engagement occurs regularly with residents, service providers and businesses to build trust in decisions and processes.
- Decisions are made which are community driven, collaborative, transparent and socially just and equitable.
- There is a commitment to financial sustainability in all decisions so as to ensure the best outcomes for both current and future generations.
- Innovative socially and economically beneficial solutions are created to maximise the use of under-utilised open spaces, buildings, streets and other assets.



Community priorities

The Panel identified core community priorities that should inform Council's focus over the next four years.

Key question

To inform how Council should prioritise and allocate its limited resources: What are the core needs and priorities that need to be considered over the next four years?

To identify core community priorities, the Panel considered a range of inputs including broad engagement findings, demographic data, health and wellbeing statistics, and presentations from subject matter experts. Through facilitated discussions, they synthesised this information to identify and rank the most pressing needs and priorities that should inform Council's focus over the next four years.

Below are the priorities identified by the Panel.

Cost of living and economic security emerged as a top priority, driven by immediate community needs.

Mental health support and services is critical, with no local, accessible services.

Climate emergency response reflects urgent community concern requiring both immediate and long-term action.

Inclusion and accessibility to create "One Darebin", where all residents can access services and participate in community life.

Community building and involvement emphasises the importance of social connection and greater involvement in council decision-making.

Green space and recreation essential for wellbeing and climate resilience.

Focus areas

Building on the identified community priorities, the Panel developed recommended focus areas for the Council Plan.

Key question

Given Darebin's financial constraints and our understanding of community needs and priorities: Which areas should Council focus on over the next four years to maximise positive outcomes for our community?

Building on their work identifying community priorities, the Panel developed recommended focus areas for the Council Plan, considering Council's ability to influence outcomes in the context of financial constraints. Starting with initial identification and working together to deliberate on what was most important to the community, the Panel worked to translate broader community priorities into specific, actionable focus areas that could guide Council's strategic planning. For each focus area, they articulated both what could be done and why it was important.

Below are the focus areas identified by the Panel.

Cost of living support
What: Coordinated approach using Council services, facilities and partnerships to help address cost of living pressures.
Why: This is our top priority as a community. Council has existing services, facilities and partnerships that may be able to be better used to help residents with housing, food security and other essential needs.

Climate action response
What: Practical climate and environmental initiatives focusing on green spaces, infrastructure, and household sustainability.
Why: Our community wants to see Council taking clear action on climate change through initiatives we can benefit from locally. Council can help build our community's resilience while protecting our environment.

Focus areas

Mental health

What: Better use of Council facilities and improved coordination of mental health support services.

Why: Mental health support is a critical need in our community. Council's buildings and facilities may be able to be better used to provide local, accessible services and support, especially for our most vulnerable residents.

Community safety

What: Improve safety through better infrastructure, targeted support services and resources for domestic violence.

Why: Many people don't feel safe in our community, especially women. Council is responsible for much of the infrastructure and services that can make our community safer.

Information and community engagement

What: Making Council services easier to access and increasing community input into decisions.

Why: Many people don't know about or can't easily access Council's services. We need Council to make it easier to find information and have genuine input into decisions that affect our community.

Public facilities and infrastructure

What: Better management of Council buildings and spaces to maximise community benefit.

Why: These facilities are essential for our community's wellbeing but they need to be more accessible and better used. Council needs to ensure these valuable community assets deliver maximum benefit to residents.

Guiding principles

The Panel provided guidance on the development of principles to inform Council's strategic decision-making.

Remit

Considering the priorities and principles identified in previous steps, what principles should guide funding decisions in the development of the asset and long-term financial plan?

The Panel explored key tensions in asset management and financial planning identified by Council. They discussed various scenarios and trade-offs that Council faces in making resource allocation decisions. Working in groups, they deliberated on how to balance competing priorities while maintaining both service delivery and financial sustainability. The Panel provided guidance for each tension to help inform the development of guiding principles for Council's decision-making.

The guidance from the Panel is provided below.

Asset management

Universal access v targeted investment

This tension explored how Council should balance providing basic services across all areas versus targeting resources to areas of highest need. Considerations included whether to maintain minimum standards everywhere or focus on creating fewer but higher-quality facilities that are accessible to all, particularly near public transport hubs.

Panel guidance

When making decisions about facility locations and investment, Council should prioritise accessibility through public transport and non-car options. New and upgraded facilities should be located near public transport hubs and activity centers to maximise accessibility for the whole community. While maintaining basic services across the city is important, the focus should be on ensuring everyone can access high-quality facilities through improved transport connections rather than trying to provide everything in every location.

Maintaining existing v building new assets

This tension examined whether Council should prioritise maintaining and protecting current community facilities or invest in new, modern multi-purpose facilities. The Panel weighed the benefits of preserving existing neighbourhood assets against the potential advantages of consolidating resources into fewer but higher-quality facilities.

Panel guidance

Council should maximise the use of existing facilities by adapting them to serve multiple purposes before considering new construction. When evaluating facilities, focus on opportunities to expand their use for different community purposes without requiring major infrastructure changes. While some consolidation into higher-quality facilities may be warranted, decisions should not be based solely on current usage levels. Each facility's potential for multi-purpose community use should be the primary consideration in asset management decisions.

Current needs v future planning

This tension addressed how Council should balance meeting immediate community needs against preparing for future challenges, such as climate change. Considerations included whether to focus on current service delivery or invest in climate-resilient and adaptable facilities that may require greater upfront investment but provide long-term benefits.

Panel guidance

Council should begin preparing now for major changes, particularly by investing in climate-resilient facilities, while ensuring continuity of essential current services. Asset planning should incorporate designs and locations that can adapt as community needs change over time. While immediate community needs must be met, investment decisions should prioritise facilities that are environmentally sustainable and have the flexibility to serve evolving community requirements. This may require greater upfront investment but will deliver better long-term outcomes for the community.

Finance management

Revenue v service levels

This tension explored how Council should balance continued investment in community services against the need for financial sustainability. The Panel considered approaches to cost recovery, including user-pays systems and concessions, while considering community capacity to pay.

Panel guidance

Council should focus on maintaining current service levels through improved operational efficiency and alternative funding sources, particularly from large commercial enterprises rather than individual ratepayers. Any service level decisions must be transparent, with clear justification provided to the community. Council should recognise that usage levels alone do not determine a service's importance to the community. While efficiency improvements are important, Council should not rely on user-pays approaches that could disadvantage vulnerable community members.

Investment v savings

This tension addressed how to maintain service delivery in a constrained financial environment. The panel weighed options between reducing service levels, finding operational efficiencies, and developing alternative funding sources, while ensuring essential community services are protected.

Panel guidance

Council should pursue a balanced approach that combines targeted cost recovery with protection for vulnerable community members. When implementing fees and charges, Council must carefully consider community capacity to pay and provide appropriate concessions. The focus should be on recovering costs from large, for-profit enterprises rather than individual ratepayers or community groups. Council should not pursue an austerity-focused approach, but rather take a staged implementation of improvements that tackles highest priorities first while maintaining essential services.

Revenue generation v cost cutting

This tension examined different approaches to achieving financial sustainability - whether through increasing revenue (such as user fees or alternative funding sources) or reducing costs through service adjustments. The Panel considered how to fairly distribute costs between individual users and the broader community.

Panel guidance

Council should develop a balanced strategy that combines revenue generation and cost efficiency measures. Definitions of 'essential' versus 'non-essential' services must be determined through community consultation, as what seems non-essential to some may be vital to others. When developing new revenue sources, Council should focus on contributions from large commercial enterprises and developers while protecting individual community members. The approach should extend beyond just user-pays or cost-cutting solutions to include broader revenue-raising strategies.

Guiding principles

Overall assessment

To assist decision makers, an assessment of the Community Panel's outputs provided the following summary of principles favoured by the community:

- **Prioritise accessibility and inclusivity**
 - Support for public transport-centric facility locations
 - Focus on removing barriers to access
- **Maximise use of existing assets**
 - Support for multi-purpose facility adaptation without major infrastructure changes
 - Emphasis on fully utilising current facilities before building new ones
 - Preference for sharing facilities across community groups
- **Prepare for the future**
 - Support for climate-resilient facility investments
 - Focus on future-proofing while meeting current needs
 - Emphasis on adaptable, flexible facilities
- **Advocate for equitable funding approaches**
 - Support for charging commercial operators rather than residents
 - Emphasis on protecting vulnerable community members
 - Focus on transparent decision-making around fees and charges

The community does not support principles that:

- **Take an austerity-first approach**
 - Rejection of "essential services only" models
 - Resistance to significant service reductions
- **Rely heavily on user-pays models**
 - Concern about creating access barriers
 - Opposition to shifting costs to individual users
 - Worry about people "falling through the cracks"
- **Make decisions solely based on current usage**
 - Recognition that low usage does not indicate low importance
 - Opposition to usage-based decision making without considering community benefit
- **Focus on short-term gains at the expense of long-term resilience**
 - Resistance to ignoring future-proofing or sustainability in decision-making

Wurundjeri Woi-wurrung

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03 9416 2905



Wurundjeri Woi-wurrung Feedback for Community Vision Panel

We are the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. We thank you for volunteering your time to participate in this Community Panel.

To assist you with your discussion, we have prepared a brief statement that explains what our priorities for the community are, and what we would you like to understand is most important for us when it comes to the City of Darebin.

-  The Wurundjeri Woi-wurrung people are the Traditional Owners of the majority of the Greater Melbourne area, including the CBD (Narm) and the City of Darebin.
-  There are key differences between Traditional Owners and other First Nations peoples or groups.
-  We have particular legal and cultural rights, and we are the only body with the authority to speak and make decisions on behalf of Wurundjeri Woi-wurrung people and Country.
-  We wish for the community to have a greater understanding and appreciation of our values and history, including the historical injustices that were inflicted on us.
-  This includes the understanding that Wurundjeri Woi-wurrung values are not just about physical Country, but are also about maintaining and passing down our sacred stories, our songlines, our language, our oral history, our traditional cultural practices, and our spiritual beliefs.
-  It is of the utmost important for us that Country is looked after properly, and it is extremely hurtful and upsetting for us to see the poor state of much of Country, such as our sacred waterways and forests.
-  Most of our waterways are not in a healthy state.
-  The impact this has on the species that rely on these waterways, including those that are sacred to Wurundjeri Woi-wurrung people, is extremely significant.
-  We desire further opportunities to be able to educate the community about our culture, values, and history.

Wurundjeri Woi-wurrung

Cultural Heritage Aboriginal Corporation

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-  We would also value greater opportunities to meet with and form connections with all the different kinds of people and groups in our community.
-  We want to see more sustainable climate action initiatives, particularly those that tap into ancient Wurundjeri Woi-wurrung knowledge of how to care for and rehabilitate Country.
-  It is important for us that the community understand that by caring for Country, we are also supporting the wellbeing of everybody in the community.
-  We aspire to participate and be further involved in initiatives to advance climate action, sustainable development, and to support those experiencing homelessness and coming out of incarceration.
-  Homelessness and insecure housing are significant issues for Wurundjeri Woi-wurrung and Aboriginal people in the community, and we are disproportionately impacted by this.
-  There is a clear need to improve the safety of public transport.
-  We advocate for greater investment in affordable healthcare and community legal services, both of which play a major role in supporting our people when they are required to access these services.
-  We also want the community to be aware that when referring to Country in the Aboriginal sense, we always refer to it with a capital 'C'.

***First Nations survey to inform the future Darebin Councils 2025-2029
four year plan.***

1



**We want to walk with you, we don't want to walk
alone...**

— Pastor Doug Nicholls

Introduction

This report outlines the findings from a community survey conducted to identify the top five community priorities and the top five health and well-being priorities for the First Nations community in the Darebin City Council area. The survey highlights key areas of need and provides insight into the relational nature of these needs, as well as community perspectives on potential solutions.

First Nations survey to inform the future Darebin Councils 2025-2029 four year plan.

2

Purpose

The purpose of this report is to inform the Darebin Council's strategic planning for 2025–2029, focusing on integrating the voices and priorities of First nations communities within Darebin. This report acknowledges the history, cultural significance, and contributions of Aboriginal peoples in Darebin City and highlights their priorities for the future.

Historical Context

Darebin sits on the unceded lands of the Wurundjeri Woi Wurrung people, who have cared for this land for tens of thousands of years. The area is steeped in rich cultural heritage, with sacred sites and traditions that continue to hold deep significance for Aboriginal peoples. Today, the First Nations community in Darebin is vibrant and diverse, contributing to the city's cultural and social fabric. Darebin has one of the highest populations of First Nations peoples, residing, working and living in the municipality. Darebin municipality has a long history of First Nations activism and Community controlled organisations located within the boundaries, notably the Aboriginal Advancement League, Victorian Aboriginal health service and Vacsal and Vaei, Vacca and the VALS.

Contemporary Setting

The state of Victoria is currently undertaking treaty negotiations with First Nations peoples, marking a historic step towards addressing the impacts of colonisation and recognising the history of sovereignty. For First Nations communities, this represents an opportunity for self-determination and for councils like Darebin to actively support the aspirations of First Nations peoples.

Project Scope

This consultation aims to gather input on a range of priority areas as identified by Darebin Council's recent open planning consultation. Through this project, the goal is to capture the top five priority areas, along with additional information gathered through qualitative research. The consultation will adopt a participatory, culturally conscious approach, prioritising the involvement of First Nations individuals, family groups, organisations, and other community members.

Target Group

The target group for this consultation includes a mix of:

- Family groups with long-standing connections to Darebin
- Aboriginal-controlled organisations based in the city
- Newer residents, including students, transient individuals, youth and those facing homelessness.

***First Nations survey to inform the future Darebin Councils 2025-2029
four year plan.***

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Methodology

This methodology outlines the process of enquiry to identify, validate, and align the strategic priorities for the First Nations community in collaboration with the Darebin City Council.

1. Community-Centered Engagement

- **Listening Circles and Yarning Sessions:** Facilitate culturally safe spaces for First Nations community members to share their aspirations, challenges, and priorities. These sessions are designed to foster open dialogue and mutual respect.
- **Elders Consultation:** Engage Elders to guide the process, ensuring that the outcomes reflect cultural protocols, knowledge, and wisdom.

2. Stakeholder Collaboration

- Collaborate with local Aboriginal organisations, cultural leaders, and service providers to co-design the enquiry process and identify key areas of focus.
- Collaborate with Darebin City Council departments to integrate findings with broader municipal planning.

3. Data Collection and Analysis

- **Surveys and Interviews:** Distribute culturally appropriate surveys and conduct semi-structured interviews to gather diverse perspectives.

4. Validation and Feedback

- Present the findings to the Darebin Aboriginal Advisory Group to seek advice and guidance on the findings.
- Ensure continuous feedback loops to maintain transparency and accountability throughout the process.

5. Strategic Alignment and Reporting

- Align community-identified priorities with Darebin City Council's existing strategic frameworks and plans, ensuring consistency and commitment.
- Develop a report outlining the process, findings, and actionable recommendations.

6. Implementation and Monitoring Framework

- The Darebin Aboriginal Advisory Group will act as the monitoring body to oversee the planning and implementation of the identified strategic priorities. (Recommendation).

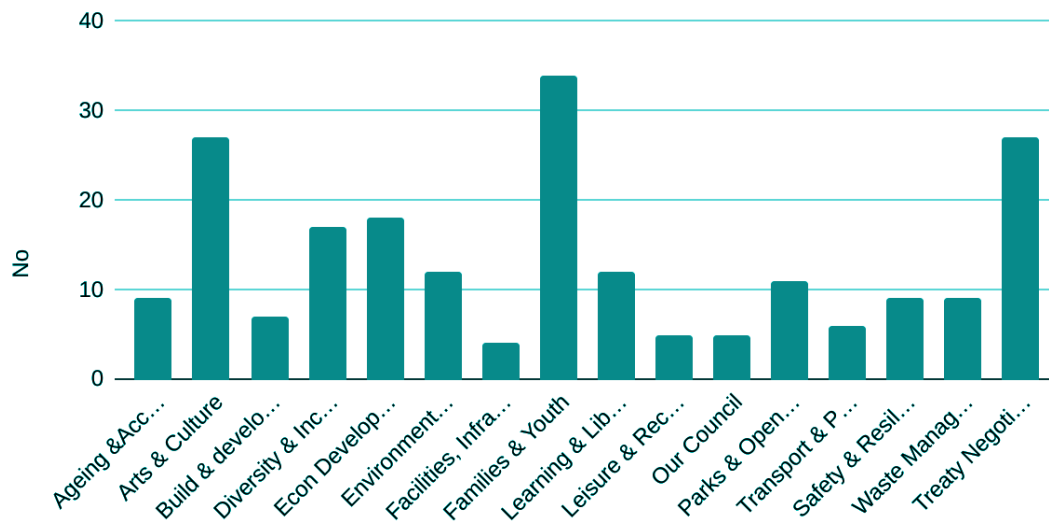
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Key five Priorities identified in the community survey

- 1/ Families and Youth.
- 2/ Treaty negotiations and Arts and Culture
- 3/ Economic development & Business (Job & employment)
- 4/ Diversity and Inclusion
- 5/ Learning and Libraries

No vs. Category



First Nations Voices five priorities for council for the next four years

***First Nations survey to inform the future Darebin Councils 2025-2029
four year plan.***

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Importance of Priorities

When asked why these issues are important, most respondents identified personal or family experiences as the driving factors. A common theme was the interconnected and cyclic nature of these challenges, which exacerbate one another.

1. **Families and Youth**
 - Building strong family connections and supporting youth through programs that promote learning, cultural knowledge, and job opportunities.
 - Emphasising intergenerational learning, with youth benefiting from the wisdom of Elders.
2. **Treaty Negotiations and Arts and Culture**
 - Treaty is seen as central to achieving self-determination for peoples. Supporting treaty processes demonstrates a commitment to justice and equality.
 - Arts and culture play a vital role in preserving and celebrating Aboriginal heritage, fostering pride and understanding.
3. **Economic Development and Business**
 - Job creation and business opportunities are critical for economic independence and well-being.
 - Programs should prioritise pathways for Aboriginal youth into meaningful employment.
4. **Diversity and Inclusion**
 - Creating inclusive spaces where all members of the community feel valued and represented.
 - Culturally sensitive service delivery is essential for addressing the unique needs of First nations peoples.
5. **Learning and Libraries**
 - Libraries are hubs of knowledge-sharing and community connection. Expanding learning programs can support skill development through cultural education and First peoples history to grow reconciliation.
 - Create programs that provide education and cultural learnings for First nations young people, supported by community elders as mentors and linked to opportunities to employment, like traineeships.

Key Themes

- **Youth Focus:** Programs should enable youth to gain skills through job opportunities while learning from Elders. This dual focus strengthens cultural ties and safety as well as and prepares youth for the future.
- **Treaty and Self-Determination:** Treaty is a pathway to empower First Nations communities, creating opportunities that center on people, place and the environment.

***First Nations survey to inform the future Darebin Councils 2025-2029
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(caring for community and country) . Build in to council processes that ensure First Nations needs are considered in the decision making process.

- **Community Connection:** Ensuring families remain connected through accessible programs and facilities, and preserving community assets like Preston Market and supporting ACCHO services eg: AAL grounds and gathering place sites, like Dardi Munwurro.
- **Cultural Sensitivity:** Council staff must be trained in why equity measures are so important for First Nations peoples through better understanding Australian history, First peoples culture and the experiences of First Nations people, including the impacts of colonisation.

Some quotes:

‘ Why not have a Darebin Elders Council ?, I know there is the darebin Advisory but a elders group would be good, inclusive of all families. ‘

‘ A focus on our two key community resources - people and environment - are the fundamental foundations for ALL ! ‘

‘ I would like to see Darebin council support the building and maintenance of community (ACCOS) programs and projects and support treaty and self determination. ‘

‘ Aboriginal community should be a priority for all levels of council ‘

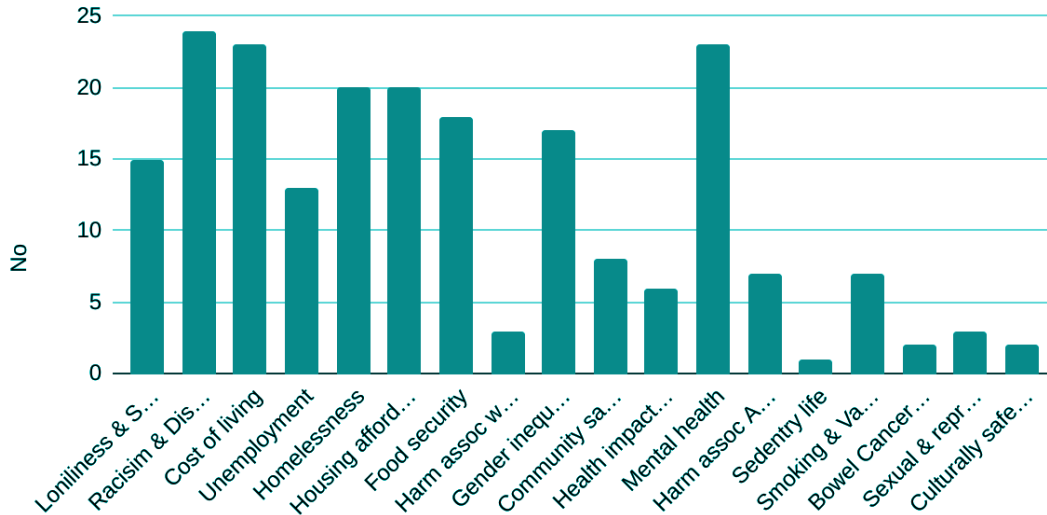
Key five health and well being priorities identified as important in the community survey:

- 1/ Racism and discrimination
- 2/ Mental health and Cost of living
- 3/ Homelessness and housing affordability
- 4/ Food Security
- 5/ Family violence against women

First Nations survey to inform the future Darebin Councils 2025-2029 four year plan.

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No vs. Category



First Nations Voices - Health and well being priorities

When asked why these issues are important, most respondents identified personal or family experiences as key motivators. A recurring theme was the interconnected and cyclical nature of these challenges, which often exacerbate one another.

Importance of priorities

Racism and Discrimination

- Racism and discrimination were significant contributors to mental health struggles.
- Respondents shared feelings of exclusion and the lack of a valued place in Darebin society.
- These experiences often led to unhealthy coping mechanisms, including gambling, alcohol consumption, drug use, and smoking.
- Unhealthy behaviors further strained financial resources, reducing access to essentials like food and housing and perpetuating cycles of hardship.

Mental Health and Cost of Living

- The high cost of living intensifies mental health challenges.
- Financial stress often leads to social withdrawal and isolation, worsening mental health issues.

***First Nations survey to inform the future Darebin Councils 2025-2029
four year plan.***

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- The combined effects of financial strain and poor mental health undermine overall well-being.

Homelessness and Housing Affordability

- Housing instability was highlighted as a critical issue.
- It intersects with mental health challenges and family violence, compounding hardships.
- Secure housing is viewed as essential to breaking cycles of poverty and enabling access to support services.

Food Security

- Food insecurity is closely tied to the high cost of living and limited financial resources.
- Respondents reported irregular access to nutritious food, negatively impacting physical and mental health.
- Addressing food insecurity was seen as vital for improving overall community well-being.

Family Violence and Violence Against Women

- Family violence, particularly against women, emerged as a critical concern.
- Unsafe living environments increase stress and worsen mental health challenges.
- Family violence contributes to housing instability and perpetuates cycles of trauma and vulnerability.

Relational Links Among Priorities

The survey findings reveal strong interconnections among these issues. For example:

- Racism and discrimination drive mental health struggles.
- Poor mental health and financial stress lead to unhealthy coping mechanisms, diminishing resources for essentials like housing and food.
- Housing instability and food insecurity increase stress, worsening mental health challenges.
- Family violence further destabilises individuals and families, compounding other issues.

The Darebin City Council has a pivotal role in addressing these interconnected challenges and fostering a healthier, more equitable community for Aboriginal residents.

Some quotes from the consultation reflect the aspirations and concerns of the Aboriginal community:

***First Nations survey to inform the future Darebin Councils 2025-2029
four year plan.***

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“Why not have a Darebin Elders Council? I know there is the Darebin Advisory, but an Elders group would be good, inclusive of all families.”

“A focus on our two key community resources—people and environment—are the fundamental foundations for ALL!”

“I would like to see Darebin Council support the building and maintenance of community (ACCOS) programs and projects and support treaty and self-determination.”

“Aboriginal community should be a priority for all levels of council.”

‘ All five priorities are very present in the Aboriginal community and all five can be prevented with the resources of council and with education’

‘I live and work in a community which is highly affected by food security, family violence, racism among other things, knowing these are council priorities will help my work and the wider community’

‘ These are some of the biggest problems the Aboriginal community faces’

‘Having secure housing and supports to reduce associated issues within the community and to provide supports which are needed’

‘I have kids and I want them to have opportunities’

Other Considerations for the Darebin Council Plan

When asked why these issues are important, most respondents identified personal or family experiences as key motivators. A recurring theme was the interconnected and cyclical nature of these challenges, which often exacerbate one another.

1. Access and Support for Families

- **Affordable Educational and Sporting Programs:** Ensure families can access educational and sporting opportunities for children at minimal or no cost to foster growth, development, and community engagement.
- **Cultural Camps:** Fund initiatives that strengthen cultural totems, songlines, and bloodline connections while helping families identify and honor skin groups.

2. Amplifying Community Voices

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- **Broader Consultation:** Engage marginalised voices, particularly those who have been historically excluded, to shape decisions that affect their lives.
- **Consistent Communication:** Build trust by providing timely updates and feedback on the development and execution of the Council's plan.

3. Addressing Racism and Discrimination

- **Cultural Colonial Awareness Programs:** Implement training for retail and security staff to combat daily racism and discrimination, particularly targeting youth.

4. Collaborating with Aboriginal Organisations

- **Working with ACCOs:** Strengthen partnerships with Aboriginal Community Controlled Organisations to align efforts with Closing the Gap data and priorities.
- **Support for the Aborigines Advancement League:** Provide resources to advance the League's important work in the community or like meeting spaces.

5. Elder Care and Well-Being

- **Check-in Systems:** Develop programs to ensure Elders' well-being and safety.
- **Timely Health Support:** Allocate funds to meet health needs promptly and efficiently.

6. Housing and Mental Health

- **Homelessness Solutions:** Increase housing support for mob experiencing homelessness.
- Engage a Aboriginal housing service or employ a worker to support Aboriginal and Torres Strait islander peoples access to housing solutions.
-

7. Culturally Safe Mental Health Services:

- Ensure culturally and spiritually aligned mental health resources are available and accessible. Engage a Aboriginal housing service or employ a worker to support Aboriginal and Torres Strait islander peoples access to housing solutions.

8. Women's Healing Spaces

- **Dedicated Spaces for Women:** Advocate for the creation of Aboriginal women's healing services and gathering spaces to support spiritual and emotional well-being.

9. Pathways to Self-Determination

- **Resource Access:** Provide pathways for Aboriginal people to access funding and resources to implement self-determined solutions for community challenges.

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10. Fiscal Responsibility

- **Accountability in Spending:** Ensure funds are utilised effectively, with a focus on tangible health and social outcomes.

By embedding these priorities, Darebin Council can foster a culturally sensitive and inclusive environment that addresses the needs of its First Nations residents while building a stronger, more connected community.

Final Recommendations

1. Asset Mapping

- Identify existing community strengths, resources, and initiatives.
- Align these assets with potential strategic priorities noted in this report, to build on what is already working.

2. Gap Analysis

- Assess current services and policies to pinpoint unmet needs.
- Identify opportunities for improvement and innovation.

3. Reintroducing Hard Rubbish Collection

- Reinstate hard rubbish collection services to address waste management needs in the community.
- Ensure equitable access to these services, particularly for vulnerable residents.

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four year plan.*

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‘Call for Systemic and Structural Change ‘

4. Undertake structural and systemic reforms to address social inequities and build community resilience. The Darebin City Council has a critical role in:

- Driving structural changes, including treaty negotiations, to redress historical and ongoing inequities. Establish internal control measures that ensure First Nations

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perspectives are captured at all levels of planning, design and implementation of councils services.

- Strengthen relationships with community controlled organisations by embedding relational commitments to resourcing services that will support improvements in the lives of First nations peoples, that are measurable and reportable to the community.

5. Need for Coordinated Action, addressing these priorities requires:

- **Investment in Resources and Services:** Allocate funding to address key issues such as mental health, housing, employment and family violence.
- **Education and Advocacy:** Implement programs to combat racism and discrimination while promoting First Nations values and knowledge. Incorporate systems to centre First nations voices across council structures where decision making occurs.
- **Policy Reform:** Develop and enforce policies that secure housing, improve food security, support mental health improvements and foster collaboration with ACCO's.
- **Community-Driven Solutions:** Empower Aboriginal communities to design and lead initiatives that reduce family violence and foster future opportunities.
- **Treaty Negotiations:** Ensure self-determination is central to treaty outcomes, addressing historical and ongoing inequities.

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four year plan.*

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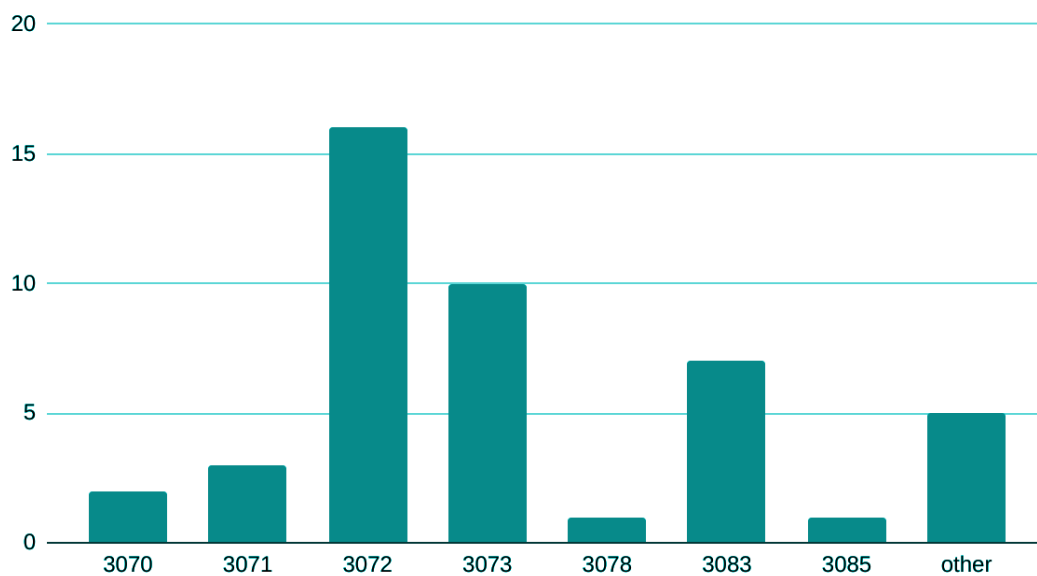
Demographic data

Demographic data collected from 43 individual interviews and five collective yarning circles.

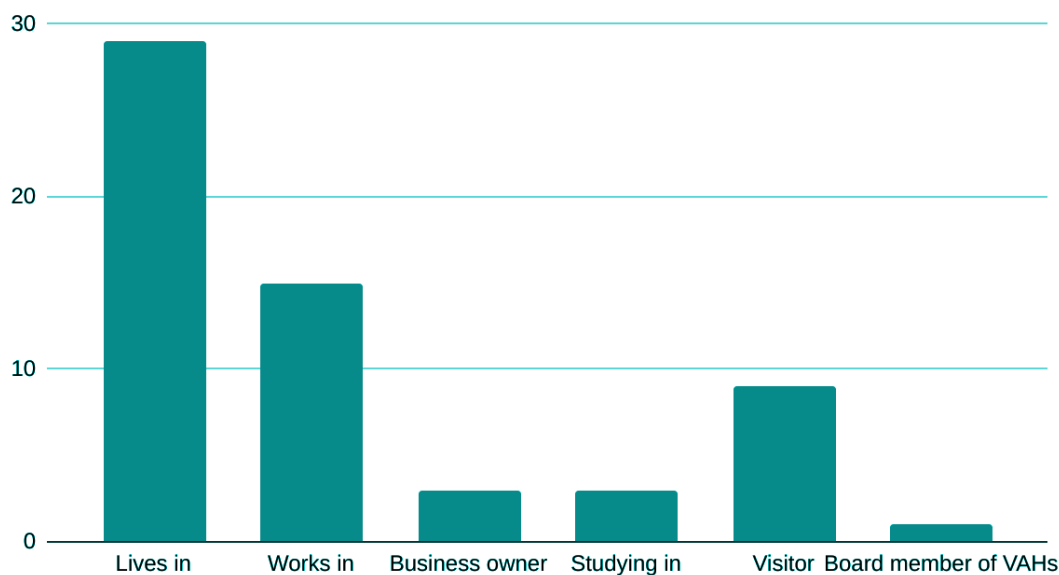
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First nations Voices Location by postcode



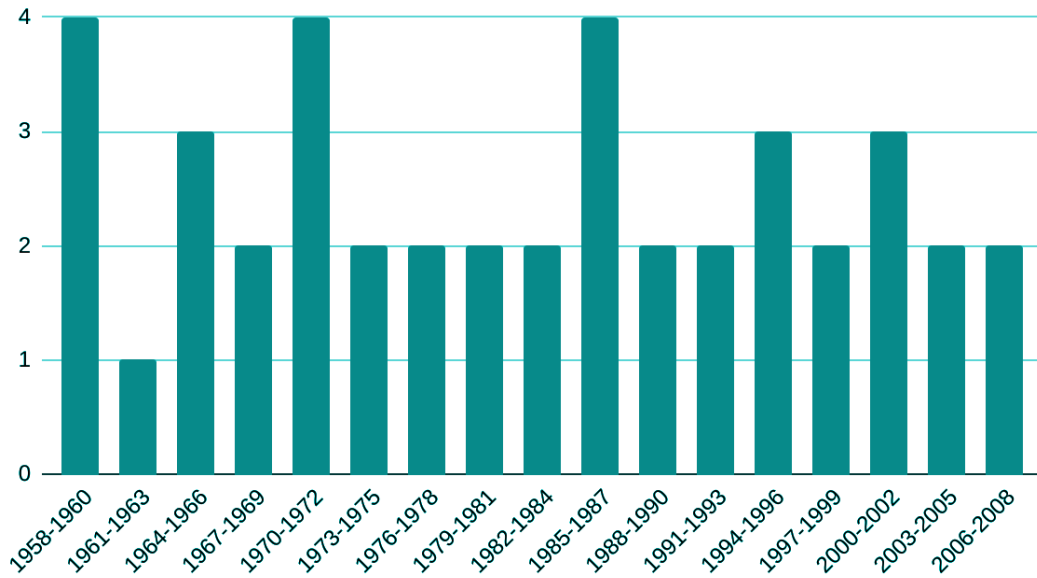
First nations Voices - connection to Darebin



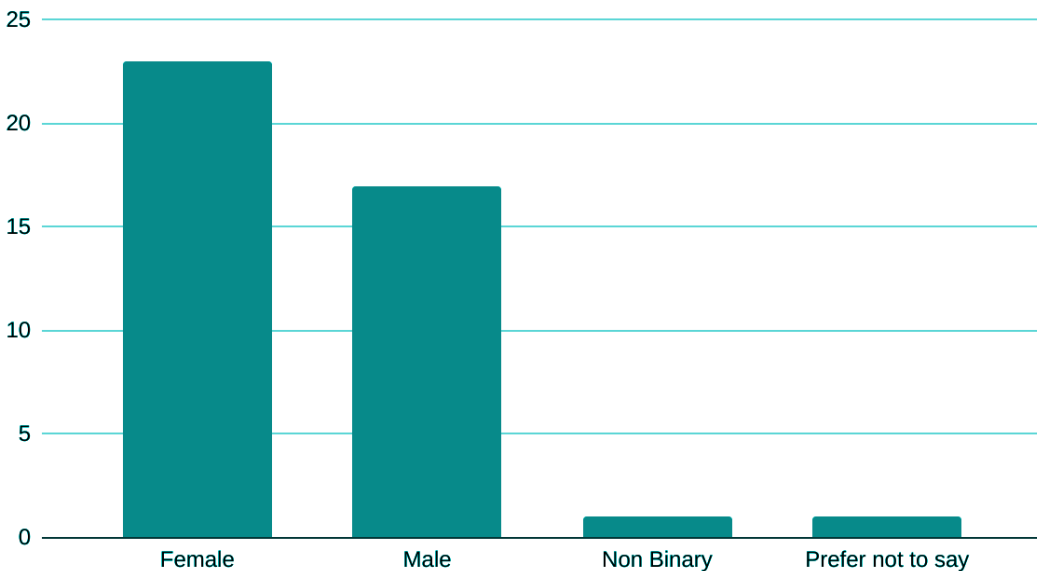
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First nations Voices - Year of birth



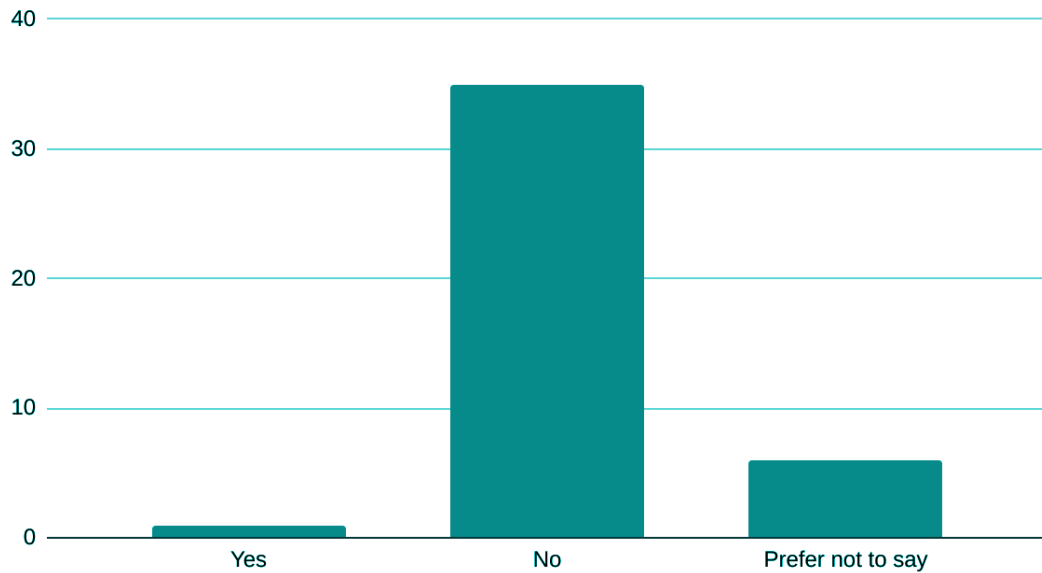
First Nations Voices - gender identity



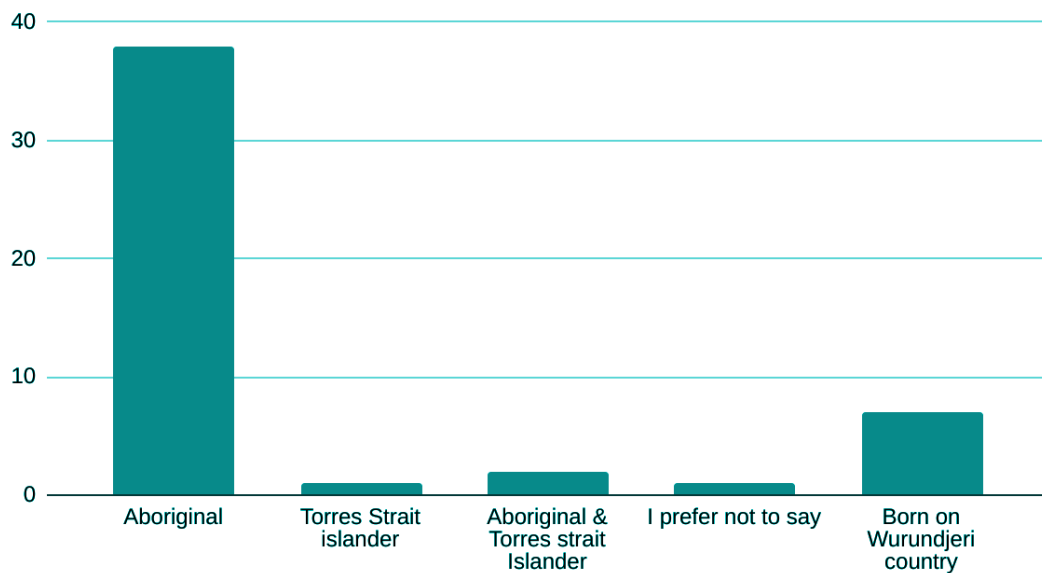
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First Nations Voices - Trans or gender diversity



First nations Voices - Identity

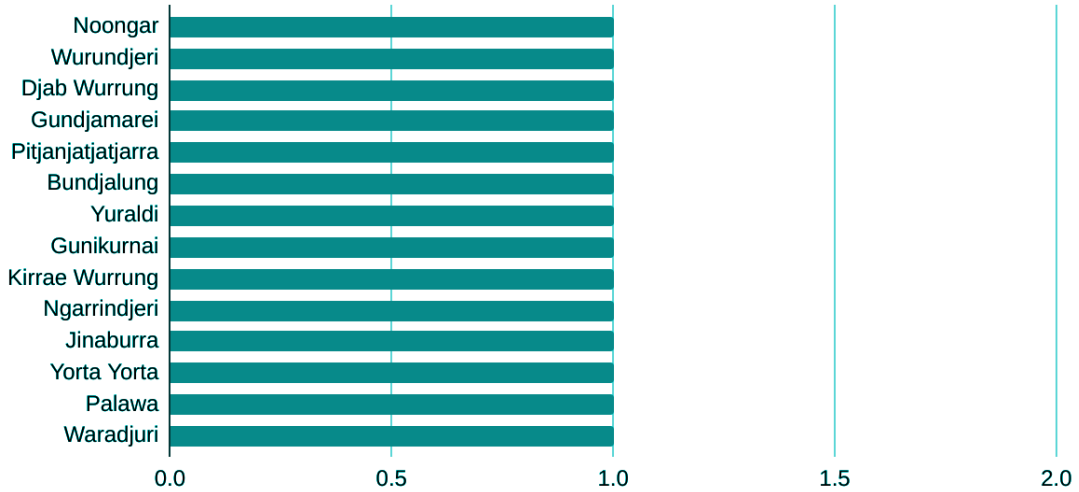


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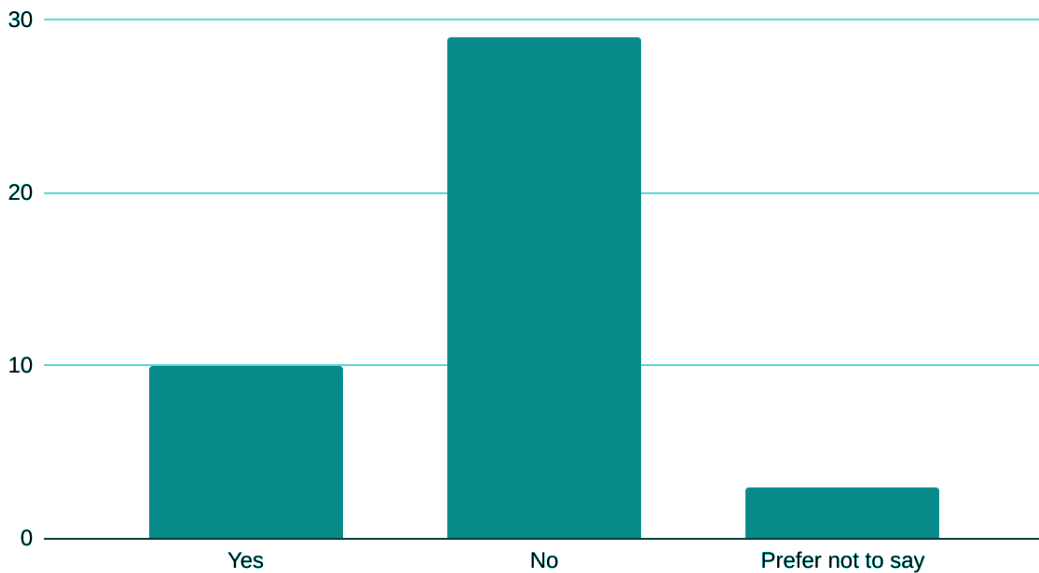
18

Country of origin (note: this only captures the spread of nations
not the total number)

Nation of origin of survey participants



First nations Voices - Disability status



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Please Note: This report refers to Aboriginal and Torres Strait Islander peoples as First Nations people or communities. This is taken to be interchangeable and only refers to the descendants of the nation holders prior to settlement of Australia.

Acknowledgement of Country

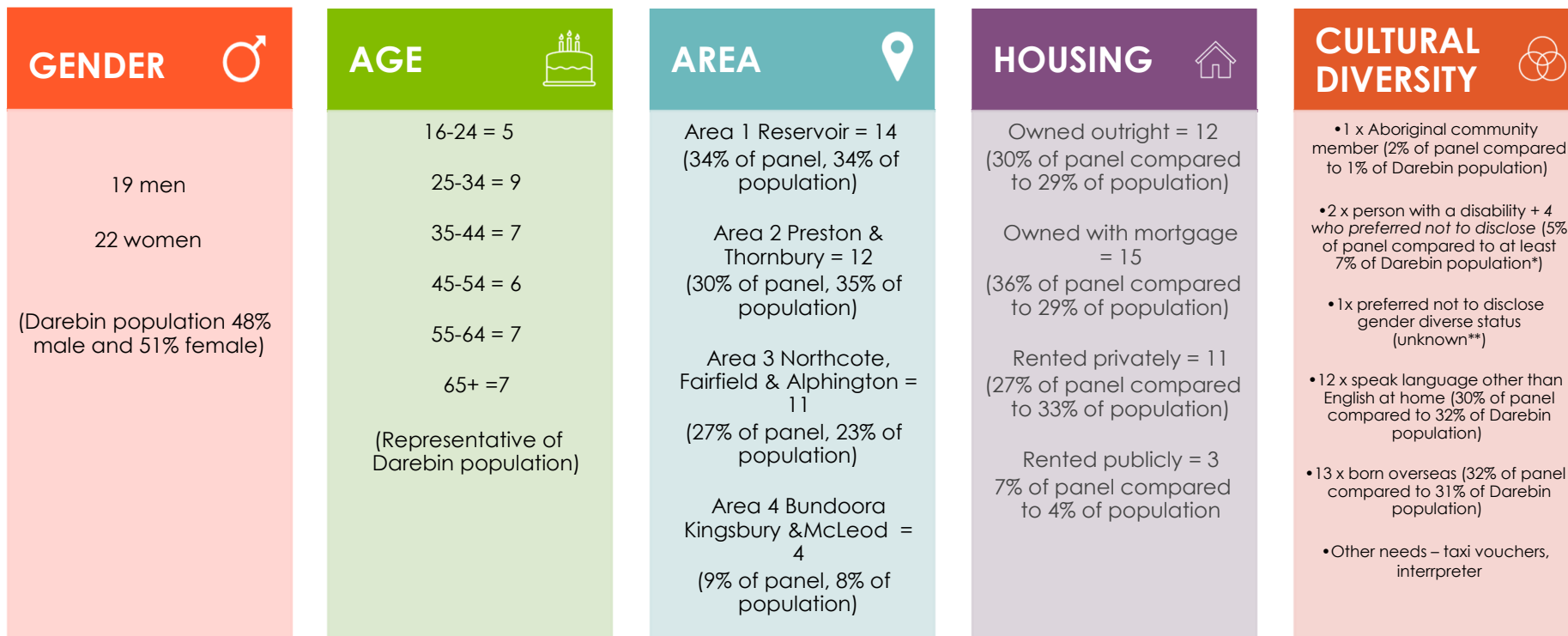
Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that the Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal. Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.





Panel members selection attributes and additional attributes

41 panel members – all panel selection attributes have been met



*difficult demographic to measure

**Census 2021 did not collect data regarding transgender or gender diverse status

9.3 OPTIONS TO ENSURE LONG TERM FINANCIAL SUSTAINABILITY

Author: General Manager Infrastructure, Operations & Finance
Chief Financial Officer

Reviewed By: General Manager Infrastructure, Operations & Finance

EXECUTIVE SUMMARY

This report presents a range of confidential options to Council for consideration as it develops its Long Term Financial Plan, four-year Council Plan and four-year Budget over the coming months.

The report is presented to Council for consideration as part of its legislative requirement to develop the Council Plan and Budget, which is due for adoption in June. A draft Council Plan and Budget is expected to be shared with community for feedback at the end of April.

This report was requested by Council at its meeting of June 2024 to help make the necessary decisions about how to manage the effects of rapid price inflation over the last few years, which has increased costs beyond revenue. These cost pressures are not dissimilar to the financial challenges currently being experienced across the local government sector.

Over the next four years, Council is required to either generate additional surplus revenue or reduce costs (or a mix of both) by 4% of its budget by 2028/2029. This is around \$9.7M a year by 2028/2029 compared to 2024/2025. To achieve this by year four, Council needs to achieve interim targets of between \$2-\$3 million additional savings or revenue each year from 2025/2026.

A 4% savings target is considered modest in the context of Council's overall budget (which is expected to be \$242M in 2028/2029), however it requires careful consideration given the role Council plays in supporting local communities at a time when many community members are also feeling the effects of high prices and cost of living pressures. Council supports community members at all stages of life, it keeps public places and facilities in good condition and it helps community bring their local area to life: through grants and support for clubs and community groups, and by hosting events, arts and cultural activities which connect us all.

Local governments, like households, businesses and other levels of government are all facing new and significant challenges associated with rapid rises in inflation and other cost pressures. In the last four years Darebin's costs have increased more than revenue and Council has managed this significant pressure by improving efficiency, deferring some work and by reducing funding for new infrastructure. The State Government rates cap that applies to the local government sector is also contributing to the challenge. Darebin's average rates per household are currently lower than the average for Victorian households.

The attached report canvases a wide breadth of options so that Council has transparent sight of the wide range of possibilities. In identifying options, high priority has been placed on maximising benefits and minimising drawbacks for the community. This includes efficiencies that could do more with less, and on other types of win-win opportunities.

Officer Recommendation**That Council:**

- (1) Recognises that Council's services support many community members, especially those experiencing cost of living pressures.
- (2) Notes the substantial financial sustainability challenges for the local government sector outlined in the November 2024 report of the Victorian Legislative Council's Economy and Infrastructure Committee on 'Local government funding and services'.
- (3) Recognises that due to significant pressure from recent price rises, particularly in regards to construction, maintenance and utilities, Darebin's budget does not go as far as it used to, and to remain financially sustainable, Darebin Council will need to either increase revenue or make cost savings of an estimated 4% of its operating budget by 2028/2029 (\$9.7M per year)
- (4) Receives the options report provided in **Appendix A** to help council develop its draft Council Plan and Budget.
- (5) Notes that at the Council meeting in April, Council will release its Council Plan and draft Budget for community consultation and that all community members will have the opportunity to put a submission to council. All submissions will be considered.

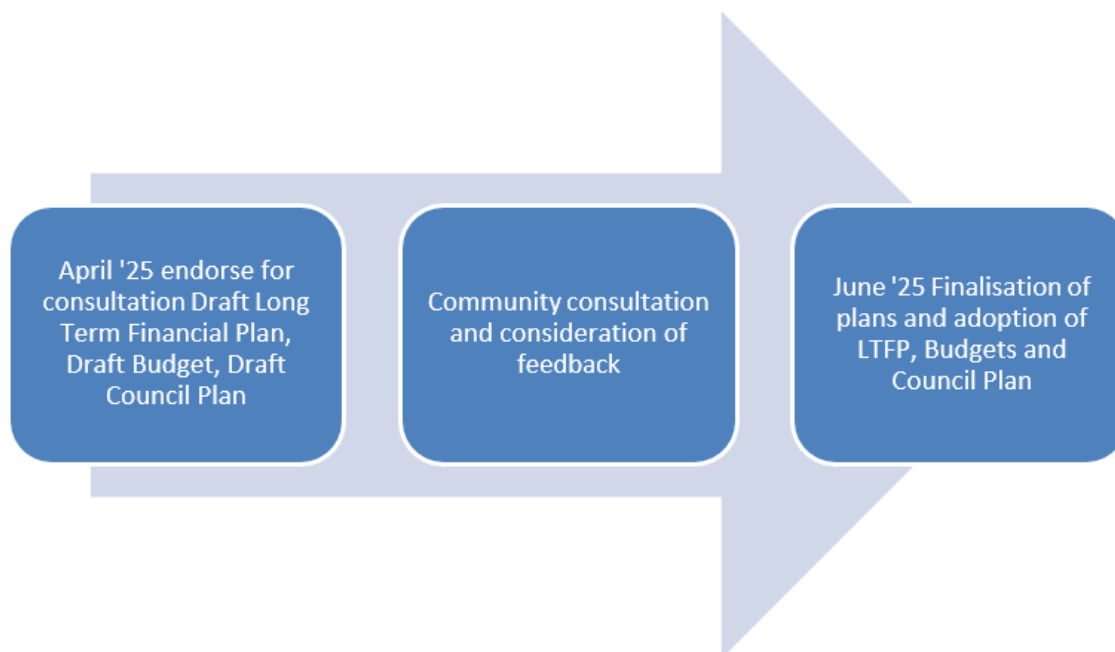
BACKGROUND / KEY INFORMATION

Figure 1: Timeline of key Council decisions and community consultation

Financial sustainability challenge

Council sets a 10-year long-term financial plan to ensure it is making good decisions for community in the short, medium and long term. This is in line with Council's obligations under the Local Government Act. Regular review of external pressures, population forecasts, interest rates and other parameters used to prepare forecasts for the financial plan is essential. Council reviews the budget parameters annually. Further, a Municipal Monitor's report from 2022 identified financial sustainability as a key focus area for Council, which remains a priority.

High inflation and very high construction sector inflation has put substantial budget pressure on the local government sector over the last four years, including Darebin, which was reiterated in November 2024 by a report from the Victorian Legislative Council's Economy and Infrastructure Committee on '*Local government funding and services*'.

With inflation driving prices up, Darebin's budget can no longer accommodate the same level of investment. In the last four years costs have increased more than revenue, which Council has managed by improving efficiency, deferring some work and by reducing funding for new infrastructure.

Over the next four years, Council is required to either generate additional surplus revenue or reduce costs (or a mix of both) by 4% of its budget by 2028/2029. This is around \$9.7M a year by 2028/2029 compared to 2024/2025. To achieve this by year four, Council needs to achieve interim targets of between \$2-\$3 million additional savings or revenue each year from 2025/2026.

Previous Council Resolution

At its meeting held on 24 June 2024, Council resolved:

That Council "*Directs the CEO to develop options for presentation to the new Council no later than **February 2025** to ensure that the review of the Long-Term Financial Plan is financially sustainable including addressing current structural budget challenges. These options should include, but not be limited to:*

- a) *Considering service delivery efficiencies*
- b) *Considering scope and scale of services*
- c) *Exploring timing or staging of major operating or capital projects*
- d) *Consolidation of facilities or assets*
- e) *Operating models for service delivery*
- f) *Partnering approaches for service delivery*
- g) *Options for how to best engage with community on these challenges and options."*

At its meeting held on 16 December 2024, Council resolved to request

"Item (9.1 clause 3.d) "*Inclusion of a list of short, medium and long-term options for increasing revenue over the next 4 to 8 years, for discussion with Council.*"

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

The report (attached, confidential) is presented to Council to receive so that it can be considered in a timely way as part of the development of the Council Plan and Budget which will take place over the next four months to the end of June.

A draft Council Plan and Budget is expected to be shared with community for feedback at the end of April, and community members will have the opportunity to provide submissions. Council will then consider community feedback and make a decision about its budget and Council Plan at the end of June 2025.

While a 4% (\$9.7M) savings target is modest in the context of Council's overall budget (which is expected to be around \$240M in 2028/2029), careful consideration is required given the role Council plays supporting local communities at a time when many community members are also feeling the effects of high prices and cost of living pressures. Council supports community members at all stages of life, by keep public places and facilities in good condition and helping community bring their local area to life: through grants and support for clubs and community groups, and by hosting events, arts and cultural activities that connect us all.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Significant recent external pressures have reduced 'how far' council's resources go and therefore council must consider adjust its plans to ensure they are financially sustainable.

Community Engagement

Council has been undertaking significant community engagement to help understand priorities of community and how to best balance its choices to help it develop its four year Council Plan and Budget. This has involved broad, targeted and deliberative engagement practices.

A draft Council Plan and Budget is expected to be shared with community for feedback at the end of April, and community members will have the opportunity to provide submission s. Council will then consider community feedback and make a decision about its budget and Council Plan at the end of June 2025.

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

(g) the ongoing financial viability of the Council is to be ensured;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

The attached options report is confidential at this stage due to a range of confidential information within it. The draft budget and council plan will be shared and would include information about any options Council is considering, in order to seek community feedback.

Strategic Planning Principles

- (c) Strategic planning must take into account the resources needed for effective implementation;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

There are no specific considerations in relation to receiving the report at this time.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An EIA Assessment will be undertaken as part of development of the Council Plan and Budget.

Economic Development and Cultural Considerations

There are no specific considerations in relation to receiving the report at this time.

Operational Impacts

Achieving the financial sustainability targets (4% by 2028/2029) will require changes operationally, whether these relate to implementing efficiencies, implementing new initiatives to achieve revenue or other changes. These changes will require time to implement.

Legal and Risk Implications

Ensuring financial sustainability is a critical for managing Council's risk. There are significant long term impacts for communities such as major disruption to services or high cost when financial sustainability is not maintained.

IMPLEMENTATION ACTIONS

Continue to develop the draft Council Plan and Budget in order to consult with community at the end of April and consider community feedback in time for finalisation of the Budget and Plan by the end of June.

RELATED DOCUMENTS

Nil

ATTACHMENTS

- Confidential Financial Sustainability Options Report Feb 2025 (**Appendix A**)
Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.4 2025 MEETING SCHEDULE**Author:** Senior Governance Services Officer**Reviewed By:** Executive Manager, Governance, Risk, Communications & Engagement

EXECUTIVE SUMMARY

In accordance with the Council's Governance Rules 2020, Council must fix the date, time and place of all Council meetings. The schedule of Council Meetings must be published in publications that are distributed throughout the municipality (including Council publications) and on Council's website at least once each year or with such greater frequency as the Chief Executive Officer determines.

At its meeting of Meeting on 25 November 2024, Council resolved its meeting dates for the remainder of 2024 and for 2025. Due to a busy period of work and a number of decisions required by Council, an additional meeting is required to ensure all necessary business is transacted.

Officer Recommendation

That:

- (1) Pursuant to 1.1.1 (1) of the City of Darebin Governance Rules 2020, that Council makes an adjustment to the Meeting Schedule fixed and published on 25 November 2024 to include an additional meeting on Monday 3 March at 6pm in the Council Chamber at the Darebin Civic Centre.
-

BACKGROUND / KEY INFORMATION

The setting of Ordinary Council and Planning Committee meetings must be resolved by Council each year. Council resolved its meeting schedule for the remainder of 2024 and all of 2025 at its meeting on 25 November 2024.

The Governance Rules provide that the dates, times and locations of Council meetings will be fixed from time to time (1.1.1 (1)). At this time, following the Council election and the preparation of key strategic documents, it has been determined that an additional meeting is required to ensure all business can be efficiently transacted.

An additional meeting is proposed on Monday 3 March at 6pm in the Council Chamber at the Darebin Civic Centre, Preston.

Previous Council Resolution

At its meeting held on 25 November 2024, Council resolved:

That:

- (1) *Ordinary meetings of the Council be held in the Council Chamber at Darebin Civic Centre (or other venue as determined) at 6.00 pm on:*
 - *Monday 16 December 2024*
 - *Tuesday 28 January 2025*
 - *Monday 24 February 2025*
 - *Monday 24 March 2025*
 - *Monday 28 April 2025*
 - *Monday 26 May 2025*
 - *Monday 23 June 2025*
 - *Monday 28 July 2025*
 - *Monday 25 August 2025*
 - *Monday 22 September 2025*
 - *Monday 27 October 2025*
 - *Monday 24 November 2025*
 - *Monday 15 December 2025*
- (2) *A special meeting to elect the Mayor and Deputy Mayor be held at the Preston City Hall at 6.00 pm on Thursday 20 November 2025.*
- (3) *Meetings of the Planning Committee be held in the Council Chamber at Darebin Civic Centre at 6.30 pm on*
 - *Monday 9 December 2024*
 - *Monday 10 February*
 - *Tuesday 11 March 2025*
 - *Monday 14 April 2025*
 - *Monday 12 May 2025*
 - *Monday 16 June 2025*
 - *Monday 14 July 2025*
 - *Monday 11 August 2025*
 - *Monday 8 September 2025*
 - *Monday 13 October 2025*
 - *Monday 10 November 2025*
 - *Monday 8 December 2025*
- (4) *Meetings of the Hearing of Submissions Committee be scheduled as required and that public notice of those meetings be given in accordance with relevant provisions.*
- (5) *Unless otherwise specified, Council, Planning and Hearing of Submissions Committee meetings will be as hybrid meetings, which provides for attendance both in person and virtually.*

- (6) *Council notes that the date, time and location of a Council Meeting may be altered by Council resolution, or the Chief Executive Officer, may change the date, time and location of, or cancel, any Meeting which has been fixed and must provide notice of the change to the public.*

IMPLEMENTATION ACTIONS

The updated Meeting schedule will be published on Council's website and social media posts will also communicate the additional meeting date.

ATTACHMENTS

Nil

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.5 2024-25 Q2 PERFORMANCE REPORT (FINANCIAL AND NON-FINANCIAL) ENDING 31 DECEMBER 2024

Author: Coordinator Corporate Strategy
Corporate Strategy & Performance Lead
Coordinator Management Accountant
Coordinator Financial Accountant
Team Leader Transport Planning
Coordinator Risk Improvement

Reviewed By: Coordinator Financial Accountant

EXECUTIVE SUMMARY

The purpose of this report is to provide the 2024-25 Quarter Two (Q2) Performance Report (non-financial and financial) to 31 December 2024. This report includes:

- (1) Non-financial performance, including Council Plan Action Plan (CPAP), Capital Works Performance and Council Resolutions; and

Financial performance including 2024-25 Quarter Two Financial Report and Q2 Procurement update.

The 2024-25 Q2 (October - December 2024) Performance Report includes progress of the CPAP, Capital Works Program, Council Resolutions, Procurement, and Financial Performance.

The 2024-25 CPAP provides an overview of Council's performance in delivering the year four actions that will contribute to the completion of the four-year strategic actions in the Council Plan 2021-2025.

At the end of Q2, thirteen actions are reported as Off Track or Delayed and are at risk of not being delivered by 30 June 2025. Ten actions are recommended to be Deferred and considered as part of the development of the 2025-29 Council Plan. The remaining three actions will continue to be monitored, and updates provided in the next quarter. Detailed commentary for all actions is provided in **Appendix A**. Detailed information on delayed actions is provided in **Appendix B**.

For period ending December 2024, Council recorded a YTD Operating Surplus of \$80.5M, compared to a YTD budget of \$81.1M, resulting in an unfavourable variance of **(\$615K)**. Unbudgeted (non-cash) additional YTD depreciation expense **(\$3M)** has been largely offset by the following:

- Better than budgeted interest income returns on financial investments (due to favourable market conditions).
- Better than budgeted operating grants primarily due to conservative Maternal Child Health service estimates and receipt of unbudgeted grants across the family and ageing well services.
- Receipt of unbudgeted capital grants to be spent on related project delivery as per funding agreements.
- Timing differences between budget profiling and actuals, skewing YTD financial results.

The 2nd Quarter budget review indicates an End of Year Operating result that is **\$8.9M net unfavourable** compared to the adopted budget.

Through the budget review process, the following budget pressures have emerged (high level summary):

- Additional unbudgeted depreciation expense (Non-cash impact) – **(\$6.7M)**
- Reduction to end of year Open Space Levy income estimates as a result of continued downturns within the construction industry (cash impact) – **(\$3M)**
- Prior year budget carry forwards (Timing – non-cash impact) – **(\$1.7M)**
- Unbudgeted increase to the new Tree maintenance contract pricing schedule (cash impact) – **(\$1.5M)**.

Partially offset by:

- Unbudgeted profit-sharing income through various leisure contracts (cash impact) - **\$1.6M**
- Salary related savings as a result of implementing operating model efficiencies (cash impact) - **\$836K**
- Better than budgeted interest income returns on financial investments, due to favourable market conditions (Cash impact) - **\$812K**
- Receipt of unbudgeted capital grants to be spent on related project delivery as per funding agreements (Timing – non-cash impact) - **\$677K**

The unfavourable Q2 outcome has had a direct, adverse impact to Council's long term financial plan. Additional cash savings (on top of the already built-in savings targets) to the value of **\$7M** over the next 5 years, are now required to be identified & operationalised to remain financially sustainable over the long term.

Financial sustainability options will be presented to Council at its ordinary meeting on 24 February 2025, so that Council has time to fully consider and consult on its options, while it develops its four-year Council Plan & Budget, and Long Term (10 year) financial plan over the next few months.

Officer Recommendation


That Council:

- (1) Note the Q2 Non-financial performance report
- (2) Endorse deferral of the following 2024-25 Council Plan Action Plan actions and consider them as part of developing the 2025-29 Council Plan.
 - a. [1-1] Finalise and commence implementation of the Aboriginal Action Plan.
 - b. [1-36] Monitor the progress of improvement actions from the Welcoming Cities evaluation report
 - c. [2-21] Finalise the draft Community Infrastructure Plan
 - d. [2-50] Review, amend and adopt our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people

- e. [3-8] Undertake site investigation works at Clements Reserve as required by the Environmental Action Notice and subsequently undertake the required remediation works to remove contamination
 - f. [3-8] Continue to progress the acquisition of the three parcels of land at Clements Reserve from the Department of Transport & Parking.
 - g. [4-5] Finalise a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan
 - h. [4-5] Complete the Property Strategy
 - i. [1-13] Finalise a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds
 - j. [1-19] Finalise and commence implementation of an LGBTIQA+ Action Plan to support the inclusion, rights and wellbeing of LGBTIQA+ communities and work to combat homophobia, biphobia and transphobia
- (3) Notes the quarter two update of the Capital Works program at **Appendix C**
 - (4) Notes the Financial Report for the six months ended 31 December 2024 at **Appendix D**
 - (5) Notes the quarter two Procurement update contained within this report.
 - (6) Notes the Chief Executive Officer, as required under Section 97(3) of the Local Government Act 2020 is of the opinion a revised budget is not required.
-

BACKGROUND / KEY INFORMATION

This year, FY2024-25, is the fourth and final year of the 2021-25 Council Plan.

Embedded into the Council Plan is the Municipal Public Health and Wellbeing Plan, enabling Council to meet its obligations under the *Public Health and Wellbeing Act 2008* by outlining how we will protect, promote, and improve the public health and wellbeing of our community. Strategic actions that form the health and wellbeing component are identified by a heart symbol 

Previous Council Resolution

At its meeting held on 16 December 2024, Council resolved:

That Council:

- (1) *Notes the quarter one Performance Report 2024-25 including Council Plan Action Plan Progress at Appendix A and receives a Council report at the Council Ordinary meeting on 28 January 2025 on options to complete rather than defer (as recommended by offices) finalisation of Cultural Diversity and LGBTIQA+ Action Plans before 30 June 2025 as per the endorsed Council Plan Action Plan timelines.*
- (2) *Notes the quarter one update of the Capital Works program at Appendix A.*
- (3) *Notes the quarter one update on Council Resolutions contained within this report for the current financial year 2024/2025.*
- (4) *Notes the Financial Report for the three months ended 30 September 2024 at Appendix B*
- (5) *Notes the quarter one Procurement update contained within this report*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

This report provides a holistic overview of Q2 performance focusing on financial and non-financial information and social, and sustainable procurement information ending 31 December 2024.

DISCUSSION

Overall Performance Summary:

The table below provides a high-level snapshot of the non-financial and financial performance. There has been a shift in the overall non-financial performance and status of Council Plan Action Plan actions between Q1 and Q2. Completed and On Track Actions were 90.2% in Q1 and are 81.7% in Q2. Seven actions were reported as Delayed at the end of Q1 and that an update would be provided at Q2.

Performance measurement	Q2 summary commentary	Q2 Status
Council Plan Action Plan performance	As at the end of Q2, 31 December 2024, 4.2% (3 actions) were Completed, 77.5% (55 actions) were On Track, 5.6% (4 actions) were Off Track and 12.7% (9 actions) were Delayed.	4.2% Completed 77.5% On Track
Capital Works (non-financial) Performance	As at 31 December 2024, 108 of 128 projects were on track, 8 projects had been completed, 4 projects had been discontinued, and 5 projects had deferred or placed on hols.	91% On Track
Council Resolutions	In the second quarter of the 2024-25 financial year, 26 Council resolutions were made at Council meetings. 12 have been completed and 14 are in progress.	46% Completed 54% In Progress
Operating Performance	Performance for the first six months of the financial year is unfavourable to YTD budget by \$0.61m and the	Stable

Performance measurement	Q2 summary commentary	Q2 Status
	forecast operating performance for the full 2024-25 financial year is expected to be \$8.87m less than budget.	
Capital Performance	For the six months ended 31 December 2024, Council has expended \$7.89 million on the capital works program, which is \$0.49 million behind the year-to-date budget. The variance is due mainly to delays in infrastructure works offset by advance in building works. The forecast capital performance for the year ending 30 June 2025 is expenditure of \$37.10 million, which is \$5.26 million more than budget which includes carry forwards from prior year of \$5.10M.	Stable
Financial Performance	The financial position as at 31 December 2024 shows a cash (\$40.56M) and investment balance (\$33.17M) of \$73.73 million, which is \$12.44 million ahead of budget. The variance is primarily due to timing of receipt of rates, fees and charges, capital grants, payments to employees and suppliers and a higher opening cash and investment position compared with budget.	Stable
Procurement Update	The primary procurement focus is on local business improvement each year. There is a percentage increase to local businesses payments from Q2 period, resulting from higher transactions made from local suppliers by Council.	On track

Non-financial Performance

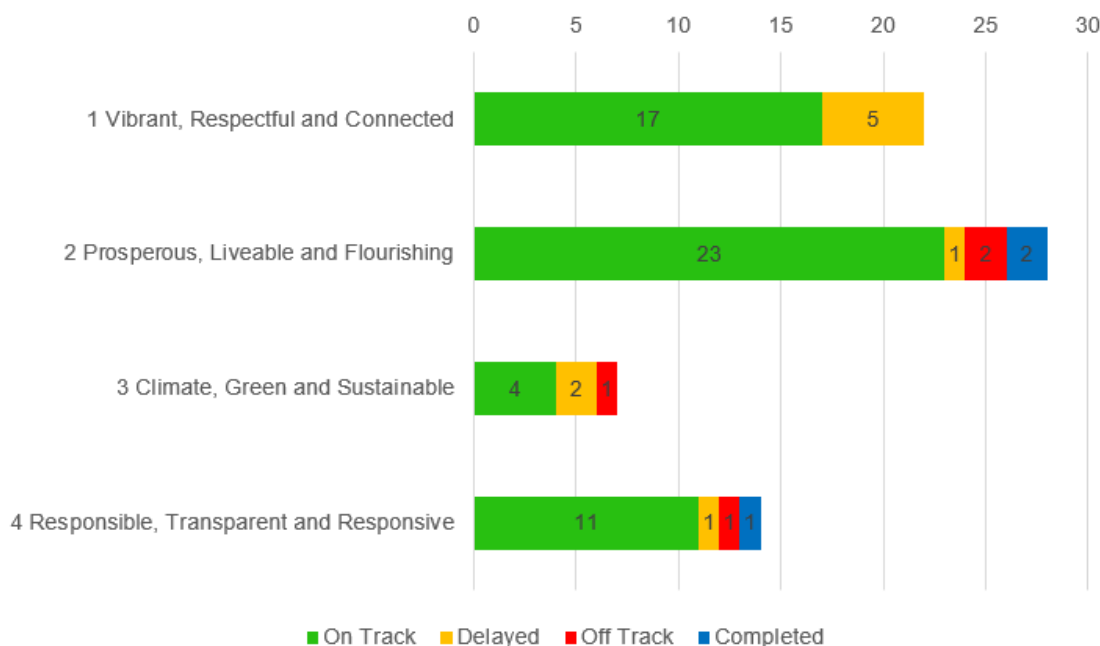
Q2 Council Plan Action Plan Progress Update

The 2024-25 CPAP has a total of 71 actions. As at 31 December 2024, 4.2% (3 actions) were Completed, 77.5% (55 actions) were On Track, 5.6% (4 actions) were Off Track and 12.7% (9 actions) were Delayed. The majority of 2024-25 annual actions will take the full 12 months to complete.

See **Appendix A** for the detailed progress update of yearly actions including commentary.

The 71 yearly actions span four strategic directions which are aligned to the Darebin 2041 Community Vision. Progress on these actions delivers on the 2041 Community Vision and moves us towards the community aspirations of what Darebin will look and feel like in 2041.

Figure One: Q2 status of actions across strategic direction



The following table provides the quarterly performance breakdown of CPAP actions.

Status	Q1	Q2	Q3	Q4
Total # Completed	3 (4.2%)	3 (4.2%)/	/	/
Total # On Track	61 (86%)	55 (77.5%)	/	/
Total # Delayed	7 (10%)	9 (12.7%)	/	/
Total # Off Track	0	4 (5.6%)		
Total # Deferred	0	0		
Total	71	71	/	/

Strategic Direction Highlights

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic direction one is focused on the community and its people. The priority is centred on improving the lives of the community by celebrating diversity, supporting empowerment, connecting to, and preserving local history and providing vibrant and dynamic spaces, amenities, and events for all. This strategic direction has eight strategic objectives spanning across four years with 22 actions to be delivered throughout 2024-25.

Quarter two highlights include:

- Implementation of key strategic documents, Disability Action Plan, Towards Equality Framework, Climate Emergency Plan and the Welcoming Cities Evaluation Report. The documents are integral to improving, celebrating diversity as well as addressing impact of poverty and disadvantage.

- Truth-telling initiatives and opportunities to promote the history and culture of Aboriginal and Torres Strait Islander people have been delivered through the 7th Yarning Conference held with 470 Year 5 students from 21 Darebin schools and continuing work on the Bundoora Park Truth-Telling display in consultation with Wurundjeri Woiwurrung Elders.
- Initiatives to increase sports participation and physical activity have seen a 4% increase in 2024-25 annual and summer season registrations compared to last year.
- Planning is continuing for several festivals and events, such as Molly Hadfield cultural diversity and social cohesion oration, FUSE Festival model.
- Council supported the 16 Days of Activism Against Gender Based Violence Campaign by participating in the Walk Against Violence and events at the Preston Library and the Darebin Intercultural Centre.

These key highlights demonstrate the breath of work being delivered to improve the lives of community members by providing opportunities to connect and embrace diversity, reduce racism and discrimination, improve mental health and preserve local history and culture. The development and implementation of key strategic documents is important to ensure there is clear direction to understand the change required, commitment to the community and deliverable action.

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic direction two is focused on creating infrastructure and spaces for the community to feel safe, respected, and welcomed as well as to develop partnerships to support local businesses and community to drive growth and economic sustainability. This strategic direction has eight strategic objectives, spanning across the four years with 28 actions to be delivered throughout 2024-25.

Quarter two highlights include:

- Infrastructure highlights include work to finalise the scoping study for Reservoir Leisure Centre and undertaking high-priority renewal works at the Centre, commencement of construction of John Hall Reserve Pavilion to address a gap in gender inclusive facilities for sporting clubs, and the tender awarded for the construction of KP Hardiman Pavilion due to commence in 2025.
- Road safety and access improvement works include the completion of the Clifton Grove raised children's crossing. Consultation for Your Street Your Say program has been completed for the Group C areas (Reservoir East, Preston East and Northcote West).
- Council endorsed the draft Community Amenity Local Law for community engagement over January/February 2025.
- Community feedback was invited on the draft Economic Development Framework in November/December. The final Framework will be presented to Council in May seeking endorsement.
- The Festive Season was celebrated in Darebin with a wide-reaching decorations and activations program delivered throughout the municipality. This features Christmas trees, festive musical activations, creative gift bag workshops, illuminated reindeer, festive angel wing installations and artist window painting. Funding was provided to Traders Associations to support Christmas decoration of their activity centres.
- The planning scheme amendment to introduce an interim 5% Open Space Levy was endorsed by Council to progress to the next step of asking the Minister for Planning to approve the proposed amendment which has been sent to the Minister for approval.

These key highlights demonstrate progress on infrastructure projects as well as the planning and partnerships required to support local businesses and community and drive economic growth and sustainability. The outcomes from these actions will help work towards a prosperous, liveable, and flourishing community.

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction three is focused on building and ensuring the community and Council owned infrastructure is resilient to climate change, increasing canopy cover over Council managed land, improving water quality and biodiversity across Darebin, improving air and water by reducing carbon emissions through renewable energy, and reusing waste to stimulate a local circular economy. This strategic direction has four strategic objectives spanning across four years with seven actions to be delivered throughout 2024-25.

Quarter two highlights include:

- Implementing the Climate Emergency Plan, including the revised solar saver program, to support the community to be resilient, especially our vulnerable communities.
- Progressing the development of the Contaminated Land Framework and the kerbside waste service review.
- Monitoring the health of Edwards Lake and commencement of initiatives to improve water quality.

These key highlights continue to demonstrate initiatives to improving the community's resilience to climate change and caring for Country by improving water quality and implementing initiatives to encourage reusing and recycling of waste products.

Strategic Direction 4: Responsible, Transparent and Responsive

Strategic direction four is focused on transparent and accountable decision making, ensuring that the organisation is financially responsible, managing resources effectively to ensure our current and future services meet the needs of our community, as well as planning and supporting our community through change. This strategic direction has four strategic objectives, spanning across four years with 14 actions to delivered throughout 2024-25.

Quarter two highlights include:

- Key strategic planning work required by the Local Government Act 2020 is progressing including the Revenue and Rating Plan and work to inform the development of the 10-year Financial Plan and 10-year Asset Plan.
- Service reviews have continued to improve service delivery and drive organisational efficiencies. As well as year two actions of the Organisational Strategy to drive performance in an integrated and efficient way.

The key highlights are focused on ensuring financial responsibility and sustainability in strategic planning process, management of assets, good governance and organisational efficiency.

Health and Wellbeing Highlights.

- Implementation began on Darebin's Free From Violence project. Council's role as facilitator for information sharing and capability growth for this period was through Darebin's Family Violence Network (convened in October and December) and Darebin's Gender Equity Advisory Committee (convened in December). In December Council supported the 16 Days of Activism Against Gender Based Violence campaign by participating in the Walk Against Violence in the city, and events at the Preston Library and the Darebin Intercultural Centre. Gender Impact Assessments were conducted as part of Darebin's Equity Impact Assessment process on 9 projects during this quarter. Darebin's first bi-annual report to the Commissioner for Gender Equality in the Public Sector was developed.
- The Disability Action Plan is progressing well, with a strong focus on capacity building this quarter. Council has partnered with Croxton School (a local specialist disability school) to support students with disability in year 11 and 12 to complete work placements, and has launched new and improved Disability Awareness training, which is being rolled out across the organisation. The Darebin Disability Advisory Committee has provided feedback on several important projects, including redevelopments to Reservoir Leisure Centre and Darebin's Housing Strategy. Council partnered with a local disability community group to deliver an event for International Day for People with Disability on 3 December.
- Planning is underway for the Molly Hadfield cultural diversity and social cohesion oration, to be held on 2 April 2025.
- Darebin's Keep Cool in Darebin map has been updated and distributed to community organisations (e.g., DIVRS, Merri Health, Haven Home Safe, libraries) to support vulnerable residents. The map highlights air-conditioned spaces (e.g., libraries, community centres), drinking fountains, shaded parks, and free shower locations. Heat health fact sheets tailored for groups like over 65s, families, and those with chronic illnesses were translated into 12+ languages and distributed widely, ensuring accessibility for diverse demographics. Through the Direct Intervention Program, over 150 public housing residents in East Preston and Reservoir received cooling items (fans, bed mats, scarves), with follow-up planned in 2025 to assess impacts. 100 Keep Cool kits (maps, sunscreen, cooling scarves, insulated bottles) were distributed to support rough sleepers, while community service workers received training and tailored resources to help keep themselves and clients safe during extreme heat.
- Council continues to deliver the Darebin Assertive Community Outreach Program and the Community Shower Access Program for people experiencing homelessness in Darebin. An officer has been recruited to commence the establishment of the Towards Zero Program in early 2025.

Actions at risk of not being delivered by 30 June 2025

In Q1, seven actions were reported as Delayed and that an update would be provided in Q2. There has been a shift in the overall non-financial performance and status of actions between Q1 and Q2. Completed and On Track Actions were 90.2% in Q1 and are 81.7% in Q2.

It is a dynamic time in the 4-yearly planning cycle. There are a number of variables impacting on the delivery risk of 2024-25 CPAP including but not limited to; increases in unplanned work, changes to the sequencing and scheduling of work, resourcing changes and work being delayed due to capacity constraints across the organisation. Detailed information on delayed and off track actions is contained in **Appendix B**. Councillors will soon be entering into discussions to develop the 2025-29 Council Plan. Consideration needs to be given to work already in progress and potential carried forward work when developing the new Council Plan.

Ten actions are **recommended to be Deferred** and considered as part of the development of the 2025-29 Council Plan

- [1-1] Finalise and commence implementation of the Aboriginal Action Plan.
- [1-36] Monitor the progress of improvement actions from the Welcoming Cities evaluation report
- [2-21] Finalise the draft Community Infrastructure Plan
- [2-50] Review, amend and adopt our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people
- [3-8] Undertake site investigation works at Clements Reserve as required by the Environmental Action Notice and subsequently undertake the required remediation works to remove contamination NB Work is progressing but risk that it will not be completed in 2024-25
- [3-8] Continue to progress the acquisition of the three parcels of land at Clements Reserve from the Department of Transport & Parking.
- [4-5] Finalise a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan
- [4-5] Complete the Property Strategy
- [1-13] Finalise a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds
- [1-19] Finalise and commence implementation of an LGBTIQ+ Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia

One action **recommending a different approach** to what is included in the 2024-25 CPAP

- [2-17] Finalise and commence implementation of the Community Safety Framework

Two actions that are continuing in 2024-25 and planning to be delivered per 2024-25 CPAP timelines. Further updates will be provided in Q3.

- [1-20] Deliver Age Friendly Darebin and implement aged care reforms
- [3-16] Finalise and implement the Contaminated Land Framework

The following actions were reported as Delayed in Q1 and are now On Track and pose no risk to CPAP delivery.

- [1-4] Increase support to Aboriginal community – controlled organisations by incorporating a specific funding stream into our Community Grants Program
- [2-30] Undertake a review of the General Local Law

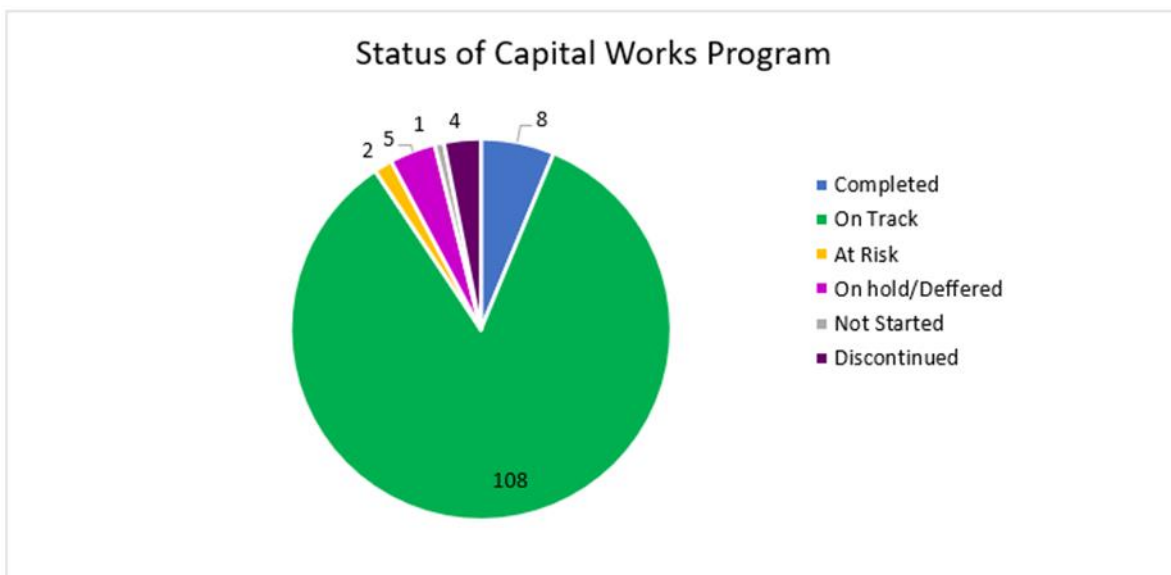
Any carried forward actions that have associated budget will be considered as part of the 2025-26 Budget development process.

Project Performance Update

Capital Works program is progressing well, and projects are continuously monitored to ensure their ongoing financial and strategic viability. The leadership team is updated monthly on individual projects including any additions/cancellations to planned projects and programs.

The revised budget forecast for 2024-25 Capital Works Program is \$37.31million, with year-to-date expenditure as of 31 December 2024 totalling \$7.89 million, and an additional \$8.6million committed. The portfolio includes 128 programs and projects. As of 31 December 2024, 108 projects are on track, 2 projects are at risk, 8 projects have been completed, 4 projects have been discontinued, 5 projects have been Deferred/On hold, and 1 project has not yet started. The chart below provides a detailed breakdown of the project statuses.

Capital Works Major Projects Status



Capital Works Program Highlights

There are a number of highlights already from the 2024-25 Capital Works Program:

- The second stage of the wicket resurfacing at Bill Lawry Oval has been successfully completed.
- Repair works at the Batman Playspaces have been finalized on schedule and within the allocated budget.
- The synthetic cricket pitch at JC Donath 4 and 5 has been replaced with a Cricket Australia-compliant pitch, and the surrounding area has been levelled and turfed to enhance playability for soccer.
- A new raised pedestrian crossing near Sacred Heart School on Clifton Grove, Preston, was installed during the school holiday period.
- Progress on the 2024-25 program is on track for major projects.
- Compliance works at Raleigh Street the Merri Community Child Care & Kindergarten Expansion is nearing completion.
- The redevelopment of the KP Hardiman Pavilion has been awarded for construction and work will commence in March 2025.
- The construction of the John Hall Pavilion is progressing well and is expected to complete before end of the financial year.

- Construction of the Footpath Renewal Program is underway, with completion expected by May 2025.

In terms of meeting targets for the year, current progress shows that 21% of the YTD target has already been achieved and 23% of the budget has been committed.

Several key risks have emerged that could impact project delivery:

Projects are delayed due to dependencies on third party approval or involvement, such as Department of Transport, VicRoads, Jemena, Melbourne Water. Identified the need to regular monitoring and contingency planning for a safety net for unexpected developments.

Projects included in the 2024-25 capital works programs have been identified as not being able to be completed by June 30. These projects have been deferred to the 2025-26 program.

As part of the recommendations to Council via the Q2 report, The Maryborough Avenue Kindergarten Expansion project budget has been adjusted to reflect the forecast expenditure this year. It is recommended that next year budget build for Kindergarten Expansion project include the deferred budget amount to deliver the project successfully. This would not affect the total budget required but is a timing adjustment.

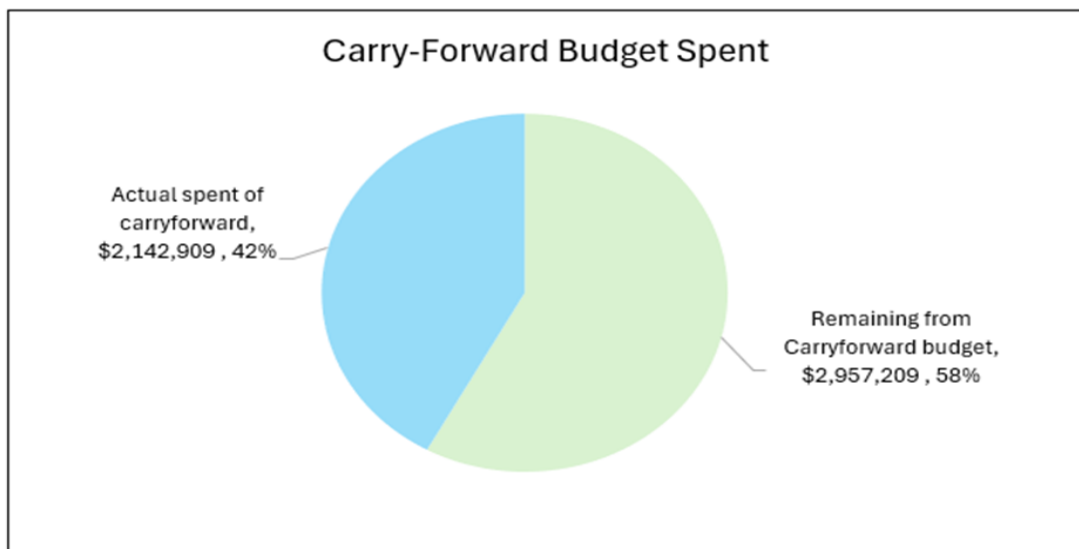
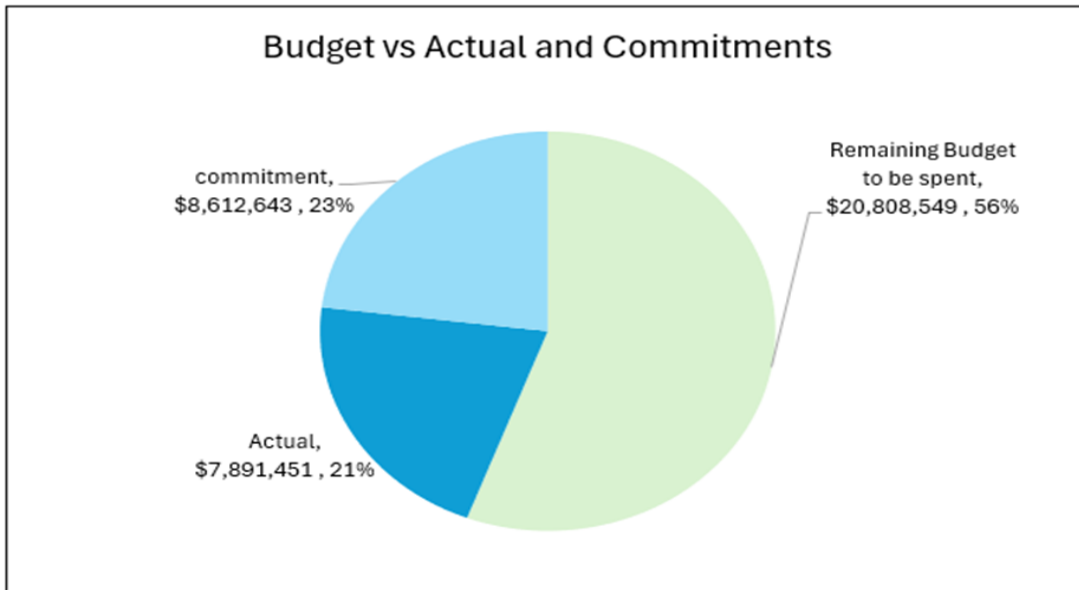
- KP Hardiman Pavilion project: \$450K deferred. Detailed project planning and scheduling occurring subsequent to initial budget allocation determined that the works to deliver a new pavilion to replace existing would extend considerably into the next financial year, and the project funding has been re-allocated accordingly for this multi-year project.
- Maryborough Ave Kindergarten extension project: \$1.1M deferred. Project was identified as a priority for expansion and a budget was allocated by both Council and the State Government (to ensure delivery) prior to detailed project planning being undertaken. Subsequent planning by the project team including design consultants determined the full extent of the scope and an associated detailed delivery schedule that resulted in the need to re-allocate the project funds across the years for this multi-year project.

Additionally, the Clements Reserve land acquisition project is on hold due to ongoing land contamination remediation efforts led by the Department of Transport (DTP) which need to occur first.

The full status report for programs and standalone projects is provided in **Appendix B**.

Prior year budget carry forwards (\$5.1M)

33% of the work has been completed, with 42% of the budget spent. It is important to note that many of these projects are experiencing timing issues, largely due to dependencies on third parties, such as Jemena and the Department of Transport (DTP), for project implementation. This indicates that while progress is being made, external factors are contributing to slight delays.



Council Resolutions update

In the second quarter of the 2024-25 financial year, 26 resolutions were made through Council meetings, 12 have been completed and 14 resolutions are in progress.

Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

The current status of Q2 Council resolutions is shown in the table below:

2024-25	In Progress	Completed	Total
1 July – 30 September 2024 (Q1)	23	14	37
	62%	38%	100%
1 October – 31 December 2024 (Q2)	12	14	26
	46%	54%	100%

Financial Performance

Overall Performance Summary:

Performance measurement	Q1 summary commentary	Status
Operating Performance	Year-to-date operating surplus of \$80.45M is behind YTD adopted budget of \$81.06M. Main drivers behind the YTD variance represents higher depreciation and amortization costs, higher bad and doubtful debts and lower contributions.	Stable
Capital Performance	Year-to-date capital expenditure of \$7.89M is behind the YTD adopted budget of \$8.38M. Main drivers behind the YTD variance represents timing differences attributed to infrastructure works offset by advances in building works.	Stable
Financial Performance	Year-to-date cash (\$40.56M) and investment (\$33.17M) balance of \$73.73M is ahead of the YTD adopted budget of \$61.29M. Restricted cash and intended obligation (\$26.37M). YTD net current assets of \$129.53M is ahead of the YTD adopted budget of \$119.60M.	Stable

2.1. Operating performance

Performance for the first six months of the financial year is unfavourable to YTD budget by \$0.61m and the forecast operating performance for the full 2024-25 financial year is expected to be \$8.87m less than budget.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	182,663	185,098	2,435	213,704	214,389
Expenditure	(101,604)	(104,653)	(3,049)	(203,511)	(213,062)
Surplus (deficit)	81,059	80,445	(614)	10,193	1,327
Capital & other					
Revenue / grants	(100)	(434)	(334)	(1,639)	(2,316)
Adjusted underlying surplus/(deficit)	80,959	80,011	(948)	8,554	(989)

For the six months ended 31 December 2024, Council has recorded an operating surplus of \$80.45 million, which is \$0.61 million behind of the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$80.01 million, which is \$0.95 million unfavourable to the year-to-date budget.

Total expenditure year-to-date is unfavourable by \$3.05M and total revenue year-to-date is favourable by \$2.44M. The main items contributing to this unfavourable variance are higher depreciation and amortization costs, higher bad and doubtful debts and lower contributions.

The Q2 forecast operating result for the year ending 30 June 2025 is an operating surplus of \$1.32 million, which is \$8.87 million less than budget. The forecast adjusted underlying deficit is \$0.99 million, which is \$9.54 million less than the budget surplus of \$8.55 million.

2.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000
Property	2,228	3,478	(1,250)	10,583	14,063
Plant & equipment	1,715	1,466	249	6,140	7,392
Infrastructure	4,433	2,946	1,487	15,121	15,647
Total capital works	8,376	7,890	486	31,844	37,102

For the six months ended 31 December 2024, Council has expended \$7.89 million on the capital works program, which is \$0.49 million behind the year-to-date budget. The variance is due mainly to delays in infrastructure works offset by advance in building works.

The forecast capital performance for the year ending 30 June 2025 is expenditure of \$37.10 million, which is \$5.26 million more than budget which includes carry forwards from prior year of \$5.10M.

2.3 Financial Position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2024 \$'000
Cash and investments	61,288	73,729	12,441	54,094	55,543	64,872
Net current assets	119,604	129,527	9,923	36,479	36,653	41,810
Net assets and total equity	1,751,737	1,998,613	246,876	1,680,871	1,919,496	1,918,169

The financial position as at 31 December 2024 shows a cash (\$40.56M) and investment balance (\$33.17M) of \$73.73 million, which is \$12.44 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, fees and charges, capital grants, payments to employees and suppliers and a higher opening cash and investment position compared with budget.

The cash and investment balance of \$73.73 million was sufficient to meet restricted cash and intended allocation obligations of \$26.37 million at the end of December¹.

The Net current asset YTD is \$129.53 million, which is \$9.92 million favourable to budget, primarily due to higher opening cash position and timing of rate receivables.

The net asset position of \$1.99 billion is \$246.8 million favourable to budget. This is mainly due to the prior year revaluation increment of property and infrastructure assets not reflected in the adopted budget due to timing of year-end adjustments.

The forecast Financial Position as at 30 June 2025 shows a closing cash (\$24.02M) and investment (\$31.52M) position of \$55.54 million and net current assets of \$36.48 million.

2.4 Mid-Year Budget Review (Q2 Forecast)

Q2 Forecast Operating Result

The Mid-year budget review indicate a \$8.9M net unfavourable result compared to adopted budget and \$5.3M more than Council's adopted capital works program.

¹ Restricted cash is the amount of cash holdings Council requires to meet external restrictions such as trust funds, statutory reserves and cash for intended allocations, such as cash held to fund future capital works.

Operating Performance: Overall unfavorable result to financial forecast to the value of \$8.9M. Main drivers are:

Operating Revenue (\$0.69M Favourable Net):

Mainly comprising of:

Other Income (\$2.6M Favourable Net)

- Leisure contracts: Favourable adjustment to EOY forecast to the value of \$1.6M - Prior year profit share earnings in accordance with contractual arrangements to be paid to Council in current year – not budgeted.
- Interest on Investments: Favourable adjustment to EOY forecast to the value of \$812K – favourable external market conditions.
- Recycling Container Scheme: Favourable adjustment to EOY forecast to the value of \$160K – Higher than budgeted income generation in first year of scheme.

Capital Grants (677K Favourable Net)

- Kinder expansion projects - **\$749K** – unbudgeted grant income received, to be delivered and spent over the next 2 financial years.
- Raleigh Street Kindergarten Compliance Works - **\$395K** – unbudgeted grant income received, to be delivered and spent in the current year.

Partially offset by:

- Blackspot funding bids - **(\$525K)** – Reduction to EOY forecast relating to unsuccessful Blackspot funding bids.

User Fees & Charges (512K Favourable Net)

- BP Golf Course: Favourable adjustment to EOY forecast to the value of **\$110K** – Aligning annual forecast to updated contractual arrangements.
- DRRC Retail Sales: Favourable adjustment to EOY forecast to the value of **\$250K** – Not included in original budget.
- Accounting adjustments: Favourable adjustment to EOY forecast to the value of **\$255K** – Adjust accounts for prior year over/under Accounts Payable receipting for compliance purposes.
- Events & Festivals: Favourable adjustment to EOY forecast to the value of **\$112K** – Higher than expected bar sales due to conservative original budget targets.

Partially offset by:

- Home Support Fees (Aged Care Services) - **(\$194K)** – Reduction to EOY forecast relating to over estimation of original budget targets.

Contribution Income (\$2.9M Unfavourable Net)

- Open Space Levy (OSL) Developer Contributions: Unfavourable adjustment to EOY forecast to the value of **\$3M** – Due to continued downturn in construction industry.

Statutory Fees & Fines (\$186K Unfavourable Net)

- Traffic Fine Income: Unfavourable adjustment to EOY forecast to the value of **\$300K** – Due to traffic staff vacancy impacting on lower volume of infringements raised .

Partially offset by:

- Compliance Fine Income: Favourable adjustment to EOY forecast to value of **\$146K** compared to Budget – mainly due to Public Precautions volumes higher than expected.

Operating Expenditure (\$9.6M Unfavourable Net):

Mainly comprising of:

- Annual Depreciation & Amortisation: Unfavourable adjustment to EOY forecast to the value of **\$6.7M** - As a result of prior year revaluations of Council assets – non-cash impact to budget.
- Budget Carry Forwards & Unspent Grants: Unfavourable adjustment to EOY forecast to the value of **\$1.7M** – Unspent budgets from prior year rolled over to the current year to complete service delivery. Funded from prior year cash surplus. When considered over the two years, this is best understood as a timing adjustment not an overspend.
- Tree Maintenance Program: Unfavourable adjustment to EOY forecast to the value of **\$1.5M** - Revised contract price significantly higher than previous arrangements.
- Bad & Doubtful debts – Animal Control: Unfavourable adjustment to EOY forecast to the value of **\$302K** – mainly due to an increase in exemptions & withdrawal of fines previously issued.
Partially offset by:
- Salaries & Oncosts: Favourable adjustment to EOY forecast to the value of **\$836K** – mainly due to operating model efficiencies and ongoing staff turnover & vacancies.

Capital Works Program: Overall unfavorable result to the value of **\$5.3M**. Main drivers:

Key forecast changes by project

- Budget Carry Forwards: Unfavourable adjustment to EOY forecast to the value of **\$5.1M** – Unspent budgets from prior year rolled over to the current year to complete service delivery. funded from prior year cash surplus.
- Bill Lawry Oval Project - Repayment of unspent grant funding received in a prior year to the value of **\$400K**.
- Merri Common & Surrounds Open Space Improvements project – Grant funding received prior year to be delivered in FY25 **\$688K**.
- Raleigh Street Kindergarten Compliance Works – Grant funding received to deliver works **\$395K**.
- Maryborough Avenue Kindergarten Expansion – EOY expenditure forecast reduced to \$400K to reflect amount expected to be delivered & spent this FY. Remaining Project deliverables & budget deferred to be delivered in FY26. Project is grant funded **\$1.3M**.

3.0 Procurement update

3.1 Procurement Principles

Council's Social and Sustainable Procurement Policy Principles continue to drive:

- Value for money is more than price paid.
- More opportunities for the local business community, in particular our social enterprises, to increase their capacity and capability to become suppliers to Council.

- Increased opportunities for local businesses and social enterprises to create capacity for local job seekers, especially those who are marginalised, disadvantaged and under-represented in the work force.
- Working to reduce our negative impact on the environment, support our climate emergency goals and move towards our aim of carbon neutral through purchasing behaviours.
- Lead procurement governance practices of integrity, probity and accountability while building organisational capability and expertise.
- Achieving equity, inclusion, and diversity outcomes.

3.2 Social & Sustainable Results

The following table below provides information of supplier and contract activities for Q2 period October to December 2024, which address our S&SP policy objectives in delivering local, social and sustainable benefits.

a) Local Economy

Supplier payments – local businesses identified by postcode within Darebin (includes contracted and adhoc payments)						
Q2 October to December Results Supplier payments	Transacted all Suppliers	Transacted Local Suppliers	%Transacted Suppliers	\$Total aggregated payments all Suppliers	\$Local Suppliers aggregated payments	\$\$Local Suppliers payments
Payment to suppliers (excludes statutory payments)	824	203	25%	\$21.2M	\$3.2M	15%
Expenditure will continue to be monitored. Practices include sourcing and inviting local suppliers to register and provide quotes and pricing.						
Contracts awarded by Category – formal contracts ranging from one to five year term.						
Q2 Results Awarded by Category	No of contracts awarded	No of contracted awarded locally	\$Total aggregated contract sum	Contract sum awarded locally	% \$awarded locally	YTD Local Aggregated FY
Works	2	1	\$18.7M	\$16.0M	50%	50%
Services	6	1	\$13.7M	\$8.9M	16%	16%
Consultancy	-	-	-	-	-	-
Information Tech	1	-	\$0.3M	-	-	-
Goods & Plant	4	-	\$20.8M	-	-	-
Total	13	2	\$53.5M	\$24.9M	46%	46%
Contract awarding will continue to move due to timing of retiring, new or renewal of capital and operational needs. Local businesses may not always be able to fulfill our requirements thus needing to source outside of Darebin. The consequences are less funds going back into the community. Social objectives is a mandatory 25% weighted criteria priority and continue to be promoted in improving local economy and achieving social objectives. Continued education of educate staff, promoting local business registration and sourcing activities continues to target local businesses.						

b) Social Opportunities – resulting from contracting

Q2 Results S&SP Objective	Awarded that identify supporting people	Contract total value	Aligned benefits (% or actual no).
Indigenous & Torres Strait staff	5	\$6.9M	<ul style="list-style-type: none"> 8 or more staff employed
Disadvantaged & local apprentices or trainees	2	\$1.0M	<ul style="list-style-type: none"> Employ under 25yo Employ 13 apprentices
Evidence of Local (15-25yo) Young 10% dividend	2	\$1.0M	<ul style="list-style-type: none"> Employ under 25yo
Gender Equity	9	\$19.6M	<ul style="list-style-type: none"> Gender equity policies, framework Performance measures
Social or Charitable Enterprises engaged through contracting	-	-	

Our Social procurement ensures that purchasing decisions always include equity, inclusion and diversity that will collectively achieve a more holistic community result, delivering maximum value for our community. Results continue to move as tendering dependencies are driven by new or renewing procurement events.

Mandatory selection criteria and overall weighting of 25% is applied to:

- Local businesses at 5%
- Social at 5%
- Sustainability at 5% and
- Remaining 10% aligned to either category according to the procurement type or activity.

c) Sustainability

Q2 Results S&SP Objective	No. contracts awarded that address environmental sustainable procurement objectives
Environmental policies and initiatives in reducing environmental impacts	11 contracts which activity evidence: <ul style="list-style-type: none"> - Environmental plans - Sustainability & Waste Minimisation programs - ESG policies - Zero carbon framework
Environmental Management System	

3.3. Procurement Conformance

Effective 1 October 2021, the Social & Sustainable Procurement Policy 2021-2025 (SS&P) contains specific procurement activities as either exempt from the publicly advertised tendering requirements or are specifically exempt for Council from normal sourcing processes.

In addition, where procurement activities are non-complaint with policy and/or legislation, they will also be reported to Audit and Risk Committee.

There were 5 instances throughout October to December 2024 period, relating to both compliant and non-compliant exemptions in accordance with Policy.

Refer Table below for summary information.

Month	Division	Exemption type	Activity	Justification	\$Value
September	Governance & Engagement	Compliant, Council specific	Renewal of Alchemer survey account	Alchemer LLC (formerly Survey Gizmo) was chosen as a provider of proprietary survey software to Council due to its unique corporate offerings. Council's surveys and survey data are held in their cloud, including currently live surveys. Therefore, this subscription is a core piece of software that is used by multiple teams at council and managed by Community Engagement	\$ 10,677.00
September	Governance & Engagement	Compliant, Council specific	LGHUB (Bigtincan / Task Exchange) Software Annual Renewal	LGHub has been used for a number of years as an information & communications hub for Councillors, Executive team, Managers and key administration officers.	\$ 32,724.00
September	Governance & Engagement	Compliant, Council specific	Pinforce Annual Software Maintenance	The system has been in place for the last 10 years providing operation support and service to the Civic Compliance Department. The current agreement with the supplier has seen increments in licensing requirement which is not unexpected and variations have been executed to this effect.	\$ 57,220.00
September	Governance & Engagement	Compliant, Council specific	Event Booking Management System	Continued use of the USI system within the Creative Culture & Events Department. Events Department. The USI system has been in place for the last 6 years providing support and service to the community with events,	\$ 140,407.00
September	Governance & Engagement	Compliant, Council specific	Ausfleet Annual Maintenance	The system has been in place for the last 6 years, providing operation support and service to the City of Darebin Fleet Management Dept.	\$ 41,702.00
September	City Sustainability & Strategy	Non-complaint with Policy	Building Surveyor	This is an additional exemption for specialised Building Surveyor services, to progress building cladding files up to January 2025. A prior exemption was approved in February 2024 valued at \$75,000.	\$ 60,000.00

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The 2024-25 Q2 Performance Report (financial and non-financial) is scheduled to be presented to Council on 24 February 2025.

The 2024-25 Q2 Financial Report is scheduled to be presented to Audit and Risk Committee on 19 March 2025.

Community Engagement

The preparation of the 2024-25 Q2 Performance Report was supported by and involved detailed discussions with all senior leaders, project managers and relevant responsible officers.

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.
- (g) the ongoing financial viability of the Council is to be ensured;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

No Environmental Sustainability Considerations for the 2024-25 Q2 Performance Report.

Equity, Inclusion, Wellbeing and Human Rights Considerations

This report is based on performance across multiple areas. Equity, Inclusion, Wellbeing and Human Rights considerations are applied within the multiple areas, rather than this report.

Economic Development and Cultural Considerations

This report is based on performance across multiple areas. Economic Development and Cultural Considerations are applied within the multiple areas, rather than this report.

Operational Impacts

Operational impacts are considered when understanding performance trends.

Legal and Risk Implications

The reporting of progress toward the Council Plan Action Plan fulfils Council's legislative obligations in accordance with the principles of the Local Government Act 2020 and its accountability to the community.





IMPLEMENTATION ACTIONS

2024-25 Q2 Performance Report will be accessible to the community via the Darebin website and social media.

RELATED DOCUMENTS

- 2041 Darebin Community Vision
- Revised 2021-25 Council Plan (incorporating Municipal Health and Wellbeing Plan)
- 2024-25 Council Plan Action Plan
- Annual Budget 2024-25
- Financial Plan 2023-24 to 2032-33
- Local Government Act 2020
- Social and Sustainable Procurement Policy 2021 to 2025

ATTACHMENTS

- Appendix A - Q2 Non-financial Performance Report (**Appendix A**) [↓](#) 
- Appendix B - Q2 Delayed and Off Track Actions - Detail (**Appendix B**) [↓](#) 
- Appendix C - Q2 2024-25 Capital Works Performance Report (**Appendix C**) [↓](#) 
- Appendix D - Financial Report appendix 6 months ended 31 December 2024 (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

COUNCIL PLAN ACTION PLAN 2024-2025

PROGRESS REPORT Q2



the place
to live



INTRODUCTION

Welcome

Guiding the way Council delivers its services and plans for the future is the 2021–25 Council Plan. This plan was developed following the most recent election and revised in 2023-24. The plan outlines the objectives and aims of Council over its four-year term. Development of the plan included significant community consultation at community forums and social media.

Council has committed to four directions that will guide our actions and resources for a period of four years:

1. Vibrant, Respectful and Connected – making sure our community is one where all our people are valued, and no one is left behind
2. Prosperous, Liveable and Flourishing – building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents
3. Climate, Green and Sustainable – ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced
4. Responsible, Transparent and Responsive – recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

For more detail on the Council Plan, go to www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan

Supporting the Council Plan is an annual Action Plan which sets out our work for the financial year to ensure that the objectives of the Council Plan are implemented.

We invite you to read on to see what we’ve done to implement the Council Plan in the first quarter of the 2024-25 financial year.

INTRODUCTION

How to Read This Report

This document outlines our progress in completing the 2024-25 Council Plan Action Plan.

There are four sections to this report:

Section one provides an overview of the 10 Big Action themes.

Section two provides the quarter one action commentary and progress status for the 71 actions from the 2024-25 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against that action as at 31 December 2024.

Section three is the Capital Works Portfolio Status Report for Quarter One which provides the status and progress of all programs and major projects.

Section four is the status of Council Resolutions report which provides a summary of the organisation's progress in implementing Council's decisions for the 2024-25 financial year.

Darebin at a Glance

The City of Darebin is located between five and fifteen kilometres north of Melbourne's central business district.

It has been home to the Wurundjeri people for many thousands of years.

Our city covers 53 square kilometres of land stretching from the inner northern suburbs of Northcote and Fairfield to Reservoir and Bundoora.

In 2023, our city's estimated population was 155,683 people, and this is forecast to increase to 216,417 by 2046.

We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2021, 46,688 of our residents were born overseas; 18 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 68,081 residential properties, 4,661 business properties and 531 mixed-use properties. Our largest industries are education and training, retail, manufacturing, health care and social assistance.

As a Council, we are responsible for a large part of our city's infrastructure and natural habitat. We own, manage, or maintain 333 buildings, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds, 29 wetlands, 84,300 trees, 530 km of roads, 30 km of shared paths, 1,045 km of sealed footpaths, 66 road and foot bridges, 628 km of stormwater pipes, 23,194 stormwater pits, and 30 gross pollutant traps (structures that trap solid waste such as litter).

While our city's social and economic prosperity is changing, with more of our residents earning higher incomes, we still have many of our residents experiencing disadvantage.

The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2021, Darebin's SEIFA disadvantage score was 1018, which is the same as for Greater Melbourne.

In December 2023, our job seeker rate was 4.3 per cent. This is 0.5 percentage points higher than the unemployment rate for Greater Melbourne (3.8 per cent), and Victoria overall (also 3.8 per cent).

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA1	(None in 2024-25)	Build Infrastructure for the future by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.
BA2	2-2 2-3 2-6	Plan infrastructure for decades to come by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.
BA3	2-15 2-16 3-1 3-18	Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.
BA4	1-1 1-2 1-3 1-4	Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin.
BA5	2-40	Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all.




10 BIG ACTIONS



Big Action Number	Council Plan Strategic Action Numbers	Big Action Description
BA6	2-49	Champion local business and creative industries by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.
BA7	1-6 1-7 1-10 1-12 1-13 1-14 1-19 1-35	Build a more inclusive community for all by supporting Darebin’s multicultural communities, reducing racism and discrimination, increasing access to our Council’s services and sporting assets by groups who are under-represented, developing our Disability Action Plan, to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for our services and activities.
BA8	(None in 2024-25)	Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy. [NOT INCLUDED ON 24/25 CPAP]
BA9	3-11	Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting.
BA10	1-20 2-6	Expand our delivery of quality universal services across the lifespan by providing more three-year old kindergarten places, continuing to deliver our flagship Age Friendly Darebin Project, expanding aged care direct services, and registering to become a home care package provider.

Council Plan



1.0: Vibrant, Respectful and Connected

1.1: We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-1] In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan Key elements of this Plan, in addition to items mentioned in the Council Plan, to include: <ul style="list-style-type: none"> • Develop partnerships with local Aboriginal Community Controlled Organisations to enhance our work towards mutual goals • A meaningful and comprehensive response to the six key requests of DAAC's Our Black Lives Matter statement to Council • Continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan • Begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management 	Finalise and commence implementation of the Aboriginal Action Plan.	The draft Aboriginal Action Plan has been developed. Options for the best approach to community engagement are currently being developed and will be shared with Councillors at Briefing.		Delayed
	[1-2] Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park	Progress a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and continue to progress "decolonising" Bundoora Park	Wurundjeri Woi-wurrung Elders have been consulted with to give advice and feedback on a number of Council initiatives. Work continues on the Bundoora Park Truth-Telling display in consultation with the Elders.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-3] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	The 7th Yarning conference was held with 470 year 5 students from 21 Darebin schools coming to learn about truth-telling and the history and cultures of Aboriginal and Torres Strait Islander peoples.		On Track
	[1-4] Increase support to Aboriginal community-controlled organisations by incorporating a specific funding stream into our Community Grants Program	Implement the Aboriginal community-controlled Grants stream which was established in 2023-24	The second round of this grant program's application process is now completed. Funding will be allocated and fully disbursed by January 2025.		On Track



1.2: We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-6] Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	There are 5,031 registered 2024-25 annual and summer season participants, a 4% increase from the previous year. Participants include 905 from CALD backgrounds, 135 from Aboriginal and Torres Strait Islander backgrounds, and 381 from low socio-economic environments. Recent activities include the This Girl Can campaign, aimed at promoting female participation in sport, Rainbow Golf, karate, midnight basketball and pickleball, skate nights, Bundoora Coffee & Clubs for women learning to play golf, Chair Yoga and Zumba Gold for seniors and swim carnivals for Muslim young people.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-7] Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	A full review of the policy and program is being undertaken in 2025 which builds on benchmarking with other Councils and a club survey. Applications for the Performance Subsidy Program for annual and summer sports clubs were assessed and processed in September and November. Our November club development workshop focused on sharing the State Government's Fair Access Policy principles with club volunteers to address sporting equity and inclusion in Darebin.		On Track
	[1-9] Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Social media posts raising awareness and intervention strategies for diagnosis have been made as part of a wider Communications Plan.		On Track

1.3: We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-10] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Implement the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	The Disability Action Plan is progressing well, with a strong focus on capacity building this quarter. Council has partnered with Croxton School (a local specialist disability school) to support students with disability in year 11 and 12 to complete work placements, and has launched new and improved Disability Awareness training, which is being rolled out across the organisation. The Darebin Disability Advisory Committee has provided feedback on several important projects, including redevelopments to Reservoir Leisure Centre and Darebin's Housing Strategy. Council partnered with a local disability community group to deliver an event for International Day for People with Disability on 3 December.		On Track
	[1-12] Develop and deliver a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices	Undertake advocacy to seek funding to deliver anti-racism programs	Council is currently reviewing the needs and priorities of young people in their educational settings and social settings through Council's Yarning Conference and Year 6 student Antiracism Pilot Program. Research is being undertaken to better understand the connection between experiences of racism and the health and wellbeing outcomes of residents, and this research will help Council develop its new Municipal Health and Wellbeing Plan.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-13] Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> • Access to venues and encourage participation in Council services where participation is low • Work with our sporting and recreation clubs to increase participation • Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city • Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities 	Finalise a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds including:- <ul style="list-style-type: none"> • Access to venues and encourage participation in Council services where participation is low • Work with our sporting and recreation clubs to increase participation • Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city • Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities 	Early research and assessment work has been undertaken. A report that includes options for delivering the Cultural Diversity Action Plan is being developed for the January Council meeting.		Delayed





1.4: We will embrace diversity and ensure everyone is included in our society, and no one is left behind - by combating discrimination, and championing equity, inclusivity and diversity

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-14] Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services	Continue to become more LGBTIQ+ inclusive across Council's services and activities including work towards Rainbow Tick accreditation for several services	The Rainbow Tick Accreditation Project work is continuing. Council's new LGBTIQ+ Action Plan is in development and will help set future direction for this work.		On Track
	[1-19] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	Finalise and commence implementation of an LGBTIQ+ Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	The first phase of community engagement has been delivered, and feedback assessed. A Report that recommends options for delivering the plan will be tabled at the January Council meeting.		Delayed



1.5: We will increase social connection to reduce isolation and loneliness, and support positive mental health

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-20] Deliver Age Friendly Darebin and implement aged care reforms	Deliver Age Friendly Darebin and implement aged care reforms	<p>Age Friendly Darebin</p> <ul style="list-style-type: none"> • Planning and implementation of the Age Friendly Darebin Roadshow was paused due to organisational changes and will commence in February 2025. The Roadshow will strengthen internal relationships and socialise the Age Friendly Drebin approach. <p>Aged Care Reforms</p> <ul style="list-style-type: none"> • Work continues with Whittlesea and Merri-bek Councils on Extended Care Management and clinical governance framework with ASPEX Consulting. • Finalised rescope of work with KPMG to align with the Commonwealth Aged Care Reforms rollout with work scheduled to be completed by June 2025. • Service level agreements are being established with Care Connect on Continuity of Care project. • The Commonwealth have increased unit prices for Delivered Meals and Personal Care in response to our business case submission. • Contracts awarded for two meal delivery services for 2025 offering increased choice and flexibility for clients. 		Delayed
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health	Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting social connectedness and positive mental health	140 community grants applications were recommended for funding. This included 40 (28%) community groups assisted with grants to support mental health and wellbeing activities in Darebin.		On Track






1.6: We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-28] Deliver an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver Molly Hadfield cultural diversity and social cohesion oration.	Planning is underway for this event, to be held on 2 April 2025.		On Track
		Deliver new multicultural oration	Planning is underway for this event, to be held 21 May 2025.		On Track
	[1-29] Deliver a signature cultural event as part of the FUSE festival in and around the grounds of the Bundoora Homestead Art Centre that showcases culturally diverse artists, music, food, participatory workshops and performances.	Deliver annual FUSE Festival model	<p>FUSE Festival was successfully delivered in September 2024 with 503 artists engaged, 29 locations activated and 4,413 attendees.</p> <p>Planning for 2025 FUSE Festival is underway with consideration to avoid caretaker period clashes in future.</p>		On Track

1.7: We will continue to be a local government leader in the prevention of violence against women, and gender equity

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-30] Implement and extend our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Extend the implementation of our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	<p>Implementation began on Darebin's Free from Violence project. Council's role as facilitator for information sharing and capability growth for this period was through Darebin's Family Violence Network (convened in October and December) and Darebin's Gender Equity Advisory Committee (convened in December). In December Council supported the 16 Days of Activism Against Gender Based Violence campaign by participating in the Walk Against Violence in the city, and events at the Preston Library and the Darebin Intercultural Centre. Gender Impact Assessments were conducted as part of Darebin's Equity Impact Assessment process on 9 projects during this quarter. Darebin's first bi-annual report to the Commissioner for Gender Equality in the Public Sector was developed.</p>		On Track





1.8: We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[1-34] Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework	Address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised by implementing our Towards Equality Framework	In this quarter, nine Equity Impact Assessments (EIA) were undertaken on a range of projects, plans, and policies. This included reviewing the Group C for the Your Street, Your Say Project, revitalisation projects for the Judith Scott Memorial Playspace and the Polaris Playspace, the Merri Common and Surrounds Better Parks & Playspaces Project, the Sporting Fees Charges and Occupancy Agreement Policy Review and Update, Electrification Program (Solar Savers) Review, and the Development of an Internal Framework - Psychological Safety & Wellbeing.		On Track
	[1-35] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism	Work with the Darebin Ethnic Communities Council, our community, and local organisations, to foster respect and address systemic racism	A draft Memorandum of Understanding has been developed between Council and Darebin Ethnic Communities Council to guide the sharing of information and development of codesigned projects and programs to address racism and discrimination within the community.		On Track
	[1-36] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Monitor the progress of improvement actions from the Welcoming Cities evaluation report	The Welcoming Cities Evaluation Report, which awarded the Council the Excelling Welcoming Cities Accreditation, will guide the new Cultural Diversity & Inclusion Action Plan. When finalised, the action plan will set up the mechanism, including the required governance, for monitoring the progress of implementing recommendations from Welcoming Cities evaluation report.		Delayed



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	<p>[1-38] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities</p>	<p>Through the implementation of the year 1 actions of the Climate Emergency Plan, mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities</p>	<p>Darebin's Keep Cool in Darebin map has been updated and distributed to community organisations (e.g., DIVRS, Merri Health, Haven Home Safe, libraries) to support vulnerable residents. The map highlights air-conditioned spaces (e.g., libraries, community centres), drinking fountains, shaded parks, and free shower locations.</p> <p>Heat health fact sheets tailored for groups like over 65s, families, and those with chronic illnesses were translated into 12+ languages and distributed widely, ensuring accessibility for diverse demographics.</p> <p>Through the Direct Intervention Program, over 150 public housing residents in East Preston and Reservoir received cooling items (fans, bed mats, scarves), with follow-up planned in 2025 to assess impacts.</p> <p>100 Keep Cool kits (maps, sunscreen, cooling scarves, insulated bottles) were distributed to support rough sleepers, while community service workers received training and tailored resources to help keep themselves and clients safe during extreme heat.</p>		<p>On Track</p>

2.0: Prosperous, Liveable and Flourishing









2.1: We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well





H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Undertake minor renewal works while continuing scoping for the longer-term redevelopment of the Reservoir Leisure Centre to enhance health, wellbeing and socioeconomic outcomes	<p>RLC Scoping Study report is being finalised for presentation to Councillors in early 2025, with consideration of both short-term and medium-to-long-term actions.</p> <p>Renewal works being undertaken with the focus on high priority works to keep the facility functioning.</p>		On Track
	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Continue to advocate to the descendants of the original owner to remove the restrictive covenants so appropriate renewal works of the boat house can occur	The UK Lawyers acting on behalf of the beneficiaries of the original owner have appointed an Australian legal firm to work with Council on removing certain restrictions to enable the activation of the Edwardes Lake Boathouse. This process is expected to take some further time and is difficult to estimate. This will continue to be progressed.		On Track
		Undertake a broad Expression of Interest process to identify interested parties and proposed uses (commercial, community or recreational) for the facility and provide an opportunity for the community to provide feedback about the uses they would like to see and any issues for Council to consider.	Planning and preparation is underway for the Expression of Interest (EOI) process which is scheduled for March 2025. Specific timing of the EOI roll out is currently being finalised. Initial stakeholder discussions are commencing shortly.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-6] Expand funded 3-year-old kindergarten	Expand kindergarten places in areas of greatest unmet demand; including work in partnership with State Government to deliver additional Kindergartens on School Sites (KOSS)	<p>Two projects are being delivered through the Building Blocks Partnership between Council and the Department of Education. The Stage 1 expansion of Merri Community Child Care and Kindergarten was completed in September 2024. The expansion of Maryborough Avenue Kindergarten, Kingsbury is progressing with the construction contract expected for Council consideration and approval in February 2025.</p> <p>Upgrade works of 2A Raleigh Street, Thornbury, were completed in December 2024.</p> <p>A feasibility study was undertaken to explore future sites for expansion. Following a report to Council in December, two sites were endorsed to progress to design stage: Gellibrand Crescent and Blake Street Kindergartens.</p>		On Track
	[2-9] Redevelop KP Hardiman Pavilion in Kingsbury	Commence construction of the KP Hardiman Pavilion	<p>Evaluation of the tender submissions has been completed and the contract award for the preferred tender was approved by Council on 16 December 2024. Construction works are expected to commence March 2025.</p> <p>This project will deliver on Council's action plan and construct a new pavilion on the KP Hardiman reserve. The new pavilion design is focused on delivering a modern, functional, safe, welcoming, environmentally sustainable facility that is tailored to meeting the needs and improved experience of women and girls as a player, coach, official, volunteer or spectator. Works will include demolition of the existing pavilion.</p>		On Track



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-11] Develop an Integrated Families, Youth and Children Strategy	Complete the Integrated Families Youth and Children Strategy and present to Council for adoption	<p>Council endorsed the Families, Youth and Children Strategy on the 26 August 2024.</p> <p>The Strategy outlines four Guiding Principles and five Action Areas that were developed through a highly collaborative process that involved over 1000 children, young people, family members, partner organisations and stakeholders.</p> <p>Next steps include:</p> <ul style="list-style-type: none"> • Design of an engaging public facing version of the Strategy that is attractive and user friendly for the community and stakeholders, including young people. • Development of a child-friendly version of the Strategy to communicate of the Strategy to children. • Continuing our ongoing collaborative work with stakeholders to develop the first Council and Partner Collective Action Plan to implement the Strategy. 		Completed
	[2-13] Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury	Complete construction of the John Hall Pavilion	<p>The construction of John Hall Reserve Pavilion is a priority project addressing the current gap in gender inclusive facilities for sporting clubs in Darebin.</p> <p>Construction began on site in August and is progressing well. Council officers are attending regular site meetings, reviewing contractor communications and keeping stakeholders informed of progress. Completion is planned for April/May 2025. There have been no variations to date and the budget is tracking well.</p> <p>The redevelopment includes the demolition of the existing pavilion and provision of a new pavilion in generally the same location, with upgrades to the public toilets, associated facilities and amenities including, two change rooms, two referee changerooms, social space, kitchen/kiosk, accessible amenities, first aid and storage.</p>		On Track

2.2: We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving


H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-15] Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Work has commenced on the road safety and access improvement projects that are planned for this year. The Clifton Grove raised children's crossing project is complete. The other projects are in the procurement stages, with the raised pedestrian crossing of Clapham Street on the northern side of Hutton Street, to be constructed in January 2025.		On Track
	[2-16] Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	Investigate and prioritise road safety and strategic transport improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	The first stage of community consultation to seek input on issues and opportunities within the Group C areas of Council's 'Your Street Your Say' program is complete. The consultation was open from 11 November to 20 December 2024. Group C includes the areas of Northcote West, Preston East, Reservoir East and Kingsbury.		On Track
	[2-17] Develop and implement a Community Safety Framework	Finalise and commence implementation of the Community Safety Framework	There has been a delay in progressing this project, and options are being developed for Council consideration.		Delayed
	[2-19] With State Government approval, reduce the speed limit in more local streets across our city	With State Government approval, reduce the speed limit in more local streets across our city	The speed limit has been reduced from 50km/h to 40km/h on the local roads between Gilbert Rd, Elizabeth St, Bell St and Murray Rd. The 40km/h speed limit on Gilbert Road has been extended between Burgess Street and Kendall Street. The 40km/h speed limit that operates between 8am and midnight on High Street, Reservoir will be extended in May 2025 to include the Crawley St intersection.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-21] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years	Finalise the draft Community Infrastructure Plan	A high-level needs assessment has been completed. Collection of detailed data at the individual facility level is planned to start in early 2025 to inform the draft plan. This project is being developed closely with the Property Strategy to provide a consistent approach and ensure future community needs and opportunities are understood holistically.		Off Track
	[2-23] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Continue to work with Melbourne Water to implement and apply the updated flood mapping for Darebin, including incorporation into the planning scheme	Council continues to work closely Melbourne Water to progress updated flood mapping and implementing new planning scheme controls.		On Track
	[2-24] Continue our Traffic Blackspot Design and Construction Program	Develop at least two scoping reports for submission to the Federal Blackspot program targeting places with history of crashes	Road safety audits and crash data for the last 5 years have been assessed for risks and groups of similar types of crashes within Darebin. Two locations were identified as eligible for funding applications through the Federal Blackspot program. The locations are Edwardes Street at Banbury Road, and Dundas Street at St David Street and Hotham Street. Scoping reports have been submitted seeking 100% funding to design and install safety changes at these locations. Community consultation and works would progress in the 2025/26 financial year if successful.		Completed
	[2-30] Undertake a review of the General Local law	Complete the review of Darebin's General Local Law and present to Council for adoption	At its December meeting, Council endorsed a draft Community Amenity Local Law for community engagement in January and February.		On Track



2.3: We will facilitate more affordable, social and public housing in Darebin, to meet our community’s needs

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-31] Enable and facilitate more affordable and social housing across our city	Complete the Housing Strategy and report to Council on opportunities for more affordable and social housing	Council is considering community and stakeholder submissions received through the consultation on the Draft Darebin Housing Strategy. Community consultation was open for submissions from August to 13 September 2024. Council is also considering the on-going State Government planning reforms. This is being done to ensure any impacts the planning reforms may have on the draft Strategy are considered before parts 1 and 2 of the Strategy are finalised.		On Track
	[2-32] Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction	Continue to negotiate with developers for the inclusion of social and public housing as part of major developments	Council is receiving less applications for these types of major projects as many are now going to the Minister through State Facilitation. Projects that come to Council are being managed as a priority.		On Track


2.5: We will invest in services and the built environment to improve access for our residents and visitors

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-39] Create additional accessible car parking spaces in our city	Construct at least two accessible car parking spaces	Two new accessible parking bays in Collins Street Thornbury outside Penders Park have been completed in October 2024. A third accessible parking bay will be constructed as part of the John Hall Reserve Pavilion construction in Kingsbury to be completed by May 2025. Remaining budget from this program will be used to source designs for new locations to be constructed in 2025-26.		On Track



2.6: We will support the human rights, housing and wellbeing needs of our people experiencing homelessness



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-40] Deliver programs that support people sleeping rough and experiencing homelessness including Assertive Outreach and advocate for funding for Towards Zero	Deliver programs that support people sleeping rough and commence the establishment of a Towards Zero program for Darebin	Council continues to deliver the Darebin Assertive Community Outreach Program and the Community Shower Access Program for people experiencing homelessness in Darebin. An officer has been recruited to commence the establishment of the Towards Zero Program in early 2025.		On Track

2.8: We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-47] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking	Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage the cessation of vaping and smoking	During November, Council's social media accounts posted about the Victorian Quit line phone service for counselling support for those interested in exploring their options to reduce their smoking or vaping. This included the promotion of interpreting services for counselling Arabic, Mandarin and Vietnamese.		On Track

2.9: We will leverage investment, partnerships and advocacy to drive Darebin’s growth and sustainability and ensure Darebin is a great place to do business

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-48] Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships	Undertake further consultation and engagement on the Economic Development Framework Present Economic Development Strategy to Council for adoption. Commence delivery	The draft Economic Framework was open for online community feedback in November/December via the online Your Say page. Two face-to-face pop-ups were held for community members to ask questions at Preston and Northcote Libraries. Further one-on-one stakeholder engagement is planned for early 2025 with the consultation outcomes and final Economic Framework to be presented to Council in May 2025 seeking endorsement.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-49] Invest in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Plan for place revitalisation of Darebin's key activity centres and review of Council's Active Spaces program to ensure Darebin's economy is robust and resilient	<p>The PACE (Policy, Assessment, Commitment, Evaluation) model for a staged place-based revitalisation strategy was approved by the executive leadership team in September. Activity centre research data and economic summaries were compiled and presented to the Fairfield, Northcote, Preston and Reservoir Village Traders Associations at their Annual General Meetings in late 2024. Place revitalisation visions and action plans will be developed in 2025 through strong local collaborations.</p> <p>A wide-reaching Festive Season decorations and activations program was delivered throughout the municipality featuring Christmas trees, festive musical activations, creative gift bag workshops, illuminated reindeer, festive angel wing installations and artist window painting in multiple centres supported by a Darebin Celebrates communications campaign. Funding was also provided to Traders Associations to support Christmas decoration of their activity centres.</p>		On Track
	[2-50] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Review, amend and adopt our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Internal engagement is in progress. The delivery date of the policy is recommended to be deferred to October 2025.		Off Track





H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-51] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Build partnerships across government and the private sector, to attract new industries and investment into Darebin, to support its future growth	A social enterprise networking event was held in November with participation by 20 people from diverse local enterprises. Focus group participants have been recruited from local businesses to explore options for a new Darebin Business Network, with workshops commencing in early 2025. Recommendations will be presented for Council consideration when seeking endorsement of the Economic Framework in May 2025. Large employers are being identified for engagement purposes to underpin the development of productive future relationships, partnerships and projects.		On Track
	[2-53] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	The final 2024 First Nations Employment Network meeting was held on 29 October; the group will continue to meet in 2025. The Hopeful Horizons Employment Program, delivered in partnership between Darebin City Council, Melbourne Polytechnic and the Local Jobs Program, has been moved to February 2025 due to date clashes with student assessments in December.		On Track

2.11: We will improve the sustainability, accessibility, and design of development on private land in our city



H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[2-64] Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	Commence a planning scheme amendment to implement the recommendations of the Darebin Housing Supply and Demand and Neighbourhood Character Study.	The community engagement on the Draft Housing Strategy finished on 13 September 2024. Officers are analysing submissions from the community, and the State Government's recent planning reform announcements to feed into the next stage of work.		On Track
	[2-65] Complete major planning reform work to: <ul style="list-style-type: none"> Introduce an open space levy to fund open spaces in our city Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population Establish Heidelberg Road Corridor controls Establish Thornbury Park Heritage Estate controls 	Progress a planning scheme amendment to deliver an interim 5% Open Space Levy	An independent panel hearing was held in September to consider Planning Scheme Amendment C210dare. The panel was supportive of the change. In December, Council endorsed the next step of asking the Minister for Planning to approve the proposed amendment. The amendment C210dare has been sent to the Minister for approval.		On Track
	[2-66] Complete our Central Preston Structure Plan	Work with the State Government to finalise a Central Preston Structure Plan	In August 2024, Council wrote to the Minister of Planning and local MP, sharing Council's priorities, including affordable housing, development levies, public transport, and civic improvements. In September, the State Government released the draft Activity Centre Plan, and the Walkable Catchment Zones for Preston for consultation.		On Track

3.0: Climate, Green and Sustainable

3.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Commence implementing the new Climate Emergency Plan including supporting residents to switch to electrical equipment through the revised Solar Saver program	The current Solar Saver program has expanded its product offering to include Split Systems for heating and cooling and Hot Water Heat Pumps.		On Track
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Support our community by delivering the heat health and fuel poverty first year actions in the renewed Climate Emergency Plan	<p>Fact sheets on how to keep your energy bill down were distributed to all community orgs, libraries, and to 150+ public housing residents in East Preston and East Reservoir. This information was also shared with Community Service workers to share with all of their clients to ensure they can keep their home cool over summer without having a high energy bill. Planning is underway to run another campaign about keeping heating costs down in winter.</p> <p>The heat health program delivered to 150+ public housing residents in East Preston and East Reservoir and 100 people sleeping rough in Darebin.</p> <p>Solar Saver has now new products available on top of Solar PV such as Hot Water Systems and Split Systems for heating and cooling.</p>		On Track



3.2: Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-8] Acquire land to create new parks	Undertake site investigation works at Clements Reserve as required by the Environmental Action Notice and subsequently undertake the required remediation works to remove contamination	The Detail Site Investigation has been completed by a suitably qualified consultant and the first draft of the report has been provided. The draft is under review by the secondary qualified consultant, along with Darebin's and Department of Transportation and Planning (DTP) environmental experts for comment. Remediation options have been presented in the report for consideration and initial conversations with DTP for the remediation works are underway. This is on track to meet the Environmental Protection Agency notice requirements for early 2025 response to close it out and then to progress with remediation works to on site. The remediation works are at risk of not being completed by 30 June 2025 due to the complex and environmental advice requirements.		Off Track
		Continue to progress the acquisition of the three parcels of land at Clements Reserve from the Department of Transport and Planning	The acquisition has been re-sequenced to occur after remediation works at the site and it has therefore been delayed to a future year. Work to progress environmental assessment and remediation is underway and being led by the Department of Transport and Planning (DTP) with engagement with Council. The specific stages and timeline are hard to predict as they will be determined by detailed assessments that are in progress.		Delayed

3.3: We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-11] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Continue to monitor the health of the lake and invest in activities that improve water quality (as recommended by the taskforce)	Council officers continue to support and facilitate the quarterly Edgars Creek and Edwardes Lake Taskforce meetings. Recent activities include water monitoring, revegetation, cleaning of the Gross Pollutant Trap (GPT), continued planning for the GPT deployment, discussions on stormwater management alternatives and considerations about risk, preparedness, and collaborative response to recent pollution events of at Edwards Park Lake.		On Track


3.5: We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[3-16] Develop a plan to respond to new State Government requirements for contaminated land	Finalise and implement the Contaminated Land Framework	Work on the framework continues, with a draft currently under review.		Delayed
	[3-18] Undertake waste reform and take action towards establishing a circular economy	Prepare for and deliver review of the kerbside waste services including glass	Kerbside waste service community consultation was completed in late 2023. Internal assessment and review is underway.		On Track



4.0: Responsible, Transparent and Responsive




4.1: We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-2] Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities including:• Investment in early intervention and tertiary mental health services• Dedicated sexual and reproductive health service in the Northern region• Key transport priorities• Increased funding for road safety infrastructure, driver behaviour and law enforcement• Towards Zero approach to address homelessness• Local Economic Development priorities• Protection of Strathallan as public land• Community and business use of energy efficiency initiatives• Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	Develop and implement an annual statement of advocacy priorities including: <ul style="list-style-type: none"> Investment in early intervention and tertiary mental health services Dedicated sexual and reproductive health service in the Northern region Key transport priorities Increased funding for road safety infrastructure, driver behaviour and law enforcement Towards Zero approach to address homelessness Local Economic Development priorities Protection of Strathallan as public land Community and business use of energy efficiency initiatives Higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls 	Planning has begun to develop an annual advocacy strategy based on a review of Council's existing strategy, and through the identification and scoping of emerging priorities.		On Track
	[4-3] Develop a Revenue and Rating Plan that supports the Financial Plan and ensures fee structures support the most disadvantaged within our community, providing a guide to our budget decisions to ensure they are responsible and sustainable	Review the Revenue and Rating Plan in accordance with the Local Government Act and present to Council for adoption by 30 June 2025	As per section 93 of the Act, the Revenue and Rating Plan must be prepared and adopted by the next 30 June after a general election. The plan is under the review for adoption as part of the 2025/26 Integrated Budgeting and Planning.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-4] Review our 10 year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future	Review the 10 Year Financial Plan in accordance with the Local Government Act and present to Council for adoption by 30 June 2025	Work has commenced to develop the 10-year Long Term Financial Plan and is on track.		On Track

4.2: We will ensure our assets are optimised for the benefit of our community

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Complete the Property Strategy	Significant work will be completed in the 2024-25 year to inform the next Council Plan and to ensure key opportunities are identified and considered, however officers recommend that community consultation on the whole of City, long term Property Strategy be done in a future financial year and that detailed planning for all across the City property sites be undertaken in an integrated plan incorporating the Community Infrastructure Plan.		Off Track
		Commence work on the Master Planning of the site at 2 Wingrove Street, Alphington	The existing buildings are being assessed for condition and a site conditions assessment is being prepared. A report about stage one master planning is being prepared for the February Council meeting.		On Track

H&W	Strategic Action	Action	Comments	Status	Status Explanation
		Finalise a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan	A draft Lease and Licensing Policy has been developed and undergone one round of community consultation. Further work is required to revise the draft and consider a second round of community engagement. This work is now scheduled to the 2025/26 financial year.		Delayed
	[4-6] Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness	Incorporate the consideration of temporary housing opportunities for people at risk or who are experiencing homelessness into the development of the Property Strategy for Council owned land	Several underutilised Council sites have been identified and will form part of the Expression of Interest process for their use including some suitable for temporary housing, in March 2025.		On Track
	[4-8] Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets	Continue to undertake drainage asset condition inspections to support the early detection of damage and deterioration	Quotation evaluation has been completed and the contract for the drainage asset condition survey has been awarded. The development of the Asset Plan is on track.		On Track
	[4-9] Develop a 10 year Asset Plan in compliance with Local Government Act 2020 requirements	Review and update the Asset Plan in accordance with the Local Government Act and present to Council for adoption	Deliberative Engagement to inform the Asset Plan commenced in mid-November and was completed on 7 December. Infrastructure assets information has been presented to the panel.		On Track

4.3: We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-10] Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience	Conduct service reviews, to improve service delivery, drive efficiencies and improve customer experience	In this period, the program completed two reviews resulting in improved customer outcomes, reduced risk, efficiency and cost savings. The completed reviews include Small Business Approval Process - BAP and Customer Complaints. The Statutory Planning Review and Waste Review is progressing well with a key focus on customer engagement to understand the customer pain points and opportunities for improvements.		On Track
	[4-12] Develop and implement a new 4 year Organisational Strategy to deliver on Council Plan Strategic Direction 4 and other organisational improvement priorities in an integrated and efficient way	Implement year 2 actions of the Organisational Strategy that will deliver on Council Plan Strategic Direction 4 : Responsible, Transparent and Responsive, and drive organisational performance in an integrated and efficient way	A revised governance model was put in place to improve coordination, oversight, and resource use, including for Digital Darebin. Year two actions are being re-evaluated and prioritized to ensure the best value for the community to be delivered within available resources. The ICT & Digital Strategy and People Strategy are integrated into the overall work program.		On Track
	[4-13] Establish a long-term investment in IT systems to improve our customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management	Complete the procurement process for the ERP program and commence implementation	An approach to ensuring we invest in the most suitable IT system has been developed. The approach includes getting expert advice and completing detailed planning in 2025 to help us make the best choice to improve our customer experience and enable our people to deliver services to our community.		On Track

4.4: We will improve the effective governance and public accountability of Council

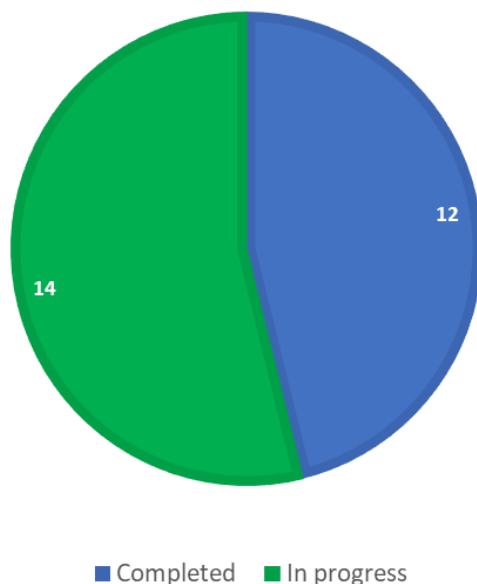
H&W	Strategic Action	Action	Comments	Status	Status Explanation
	[4-14] Improve effective governance and accountability of Council	Provide regular reporting to Council to improve transparency on matters including: the status of Council resolutions, the number of Notices of Motion, training undertaken by Councillors, the number of complaints received - customer complaints and complaints about Councillors, matters referred to or received from integrity agencies and the cost of Councillor Conduct matters.	Regular reporting on a range of governance matters occur via the Governance Report presented to Council every month.		On Track
		Promote the 2024 Council election to raise awareness for potential Councillor candidates across the municipality	Ongoing communications were published on both the Intranet page and Council webpage. Events run by external organisations such as VEC, MAV and VLGA have been promoted on Darebin social media pages. Darebin actively produced materials for the awareness campaign, including a case study video to encourage community members to consider nominating for Council.		Completed

COUNCIL RESOLUTIONS

In the second quarter of the 2024-25 financial year, 26 resolutions were made through Council meetings, 12 have been completed and 14 resolutions are in progress.

Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

The current status of Q2 Council resolutions is shown in the chart below:





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हिंदी	ਪੰਜਾਬੀ	Tiếng Việt

Delayed and Off Track Actions - Detail

This table provides the detail of the Q2 Delayed and Off Track actions, including the risk status and officer recommendation.

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
Delayed Strategic Direction: Vibrant, Respectful and Connected				
[1-1] In consultation with the Traditional Owners, Darebin Aboriginal Advisory Committee and local Aboriginal and Torres Strait Islander Communities develop and commence implementation of a three-year Aboriginal Action Plan	Finalise and commence implementation of the Aboriginal Action Plan.	CS&S	High Action is Delayed and will not be completed 30 June 2025. This project is progressing well and is anticipated to be completed by November. The project needs to be delivered at a pace that is set by, and is culturally safe and appropriate for the Aboriginal community.	Defer completion of this action until 2025-26. Further updates on the progress of the action will be provided in Q3 and Q4. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.
[1-13] Develop a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds	Finalise a Cultural Diversity Action Plan to improve access, participation and engagement of people from culturally and linguistically diverse backgrounds	CS&S	High This action is delayed and is not expected to be completed by 30 June. The delay is due to, more time than originally anticipated being needed to achieve Council's Welcoming City Excelling accreditation. This commitment includes equitable access to services and facilities, safe and inclusive neighbourhoods, economic development opportunities, and respect for human rights for all people who live in and visit the city. It also provides an opportunity to plan for further improvement and change. To date progress has been made by scoping activities, conducting a literature review and environmental scan.	Defer this action. Further updates on the progress of the action will be provided in Q3 and Q4. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.
[1-19] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	Finalise and commence implementation of an LGBTIQ+ Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia,	CS&S	High The action is delayed and is not expected to be completed by 30 June. The delay is due to: More time than originally anticipated being needed to achieve Council's commitment to working towards achieving the Rainbow Tick accreditation for a number of Council services to strengthen safety and inclusion of LGBTIQ+ communities, and promotes their safety. More time being needed to assess the first stage of community feedback, and to progress with care to ensure both development	Defer this action. Further updates on the progress of the action will be provided in Q3 and Q4. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
	biphobia and transphobia		of the plan, and the finalised plan, empowers the LGBTIQ+ community and promotes their safety.	
[1-20] Deliver Age Friendly Darebin and implement aged care reforms	Deliver Age Friendly Darebin and implement aged care reforms	Comm	Medium While elements of the project have been Delayed work is progressing and still planning to deliver by the end of the FY.	A report is scheduled to go to Briefing in February to update Councillors. Will continue to monitor this action and provide further updates in Q3 and Q4.
[1-36] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Monitor the progress of improvement actions from the Welcoming Cities evaluation report	CS&S	High Action is delayed and will not be completed by 30 June 2025. This action has been deferred to be progressed through and following the completion of Council's new Cultural Diversity & Inclusion Action Plan. The Action Plan is required as a first step to setup a framework and plan, as well as the governance structure for 'Monitoring the progress of improvement actions from the Welcoming Cities evaluation report'. The Welcoming Cities evaluation report is guiding the development of the new Cultural Diversity & Inclusion Action Plan where it will provide a framework for the implementation of the recommended improvements from Welcoming Cities evaluation report.	Defer this action. Further updates on the progress of the action will be provided in Q3 and Q4. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.
Strategic Direction: Prosperous, Liveable and Flourishing				
[2-17] Develop and implement a Community Safety Framework	Finalise and commence implementation of the Community Safety Framework	CS&S	High The action has not been completed due to emerging and competing priorities. Community members were invited to share results of the community safety map in 2023, providing insights into community experiences and perceptions of safety. There are options to improve community safety by making safety a key, reportable outcome in the development and delivery of all Council projects, including service reviews. Community safety is a priority and influences social sustainability, which Council must always consider in its decision making because it is part of the Governance principles set in the Local Government Act 2020. While there is a need for ongoing continuous improvement and reporting, Council is currently	A different approach to what has been included in the 2024-25 CPAP. Continue to deliver activities and projects that support the enhancement of community safety in Darebin, and develop safety indicators and report progress to the community annually.

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
			<p>addressing community safety through a range of services and projects.</p> <p>Options that could be considered regarding the Community Safety Framework include:</p> <ol style="list-style-type: none"> To proceed with creating a Community Safety Framework as a separate document, which is the current Council Plan Action Plan commitment. There is no current operating project budget for this work. The amount of effort required to develop a suitable framework in-house would be the equivalent of 6-months of a single officer's effort. It is expected this could be delivered by the end of 2025/26 financial year along with other competing priorities. Stop the Community Safety Framework project and continue the multiple activities and projects that support the enhancement of community safety in Darebin. Improved community safety is considered through separate projects as they are considered and endorsed by Council. (Recommended) Continue to deliver activities and projects that support the enhancement of community safety in Darebin, and develop safety indicators and report progress to the community annually. 	
<p>[2-21] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years</p>	<p>Finalise the draft Community Infrastructure Plan</p>	<p>CS&S</p>	<p>High</p> <p>The action is Off Track and cannot be completed by 30 June. The delay is due to:</p> <ul style="list-style-type: none"> a high staff vacancy rate – these vacancies have now been filled unanticipated strategic planning matters that arose in 2024-25. <p>The options for finalising the Community Infrastructure Plan are:</p> <ol style="list-style-type: none"> To proceed with: <ul style="list-style-type: none"> creating a Community Infrastructure Plan as a separate document, which is the current Council Plan Action Plan commitment. There is an existing operating project budget allocation of \$55,000 for this work. An operating project 	<p>Defer completion of this action in 2024-25. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.</p>

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
			<p>commitment of an additional \$10,000 is recommended in a future year to finalise the plan. It is expected this project could be delivered within the next 18 to 24-months along with other competing priorities. This timeline allows Council to start planning and advocating for medium and long-term infrastructure needs within the 2025-29 Council Plan term.</p> <ul style="list-style-type: none"> • Using the data collected so far to consider short-term project priorities. <p>2. Stop the Community Infrastructure Plan project and instead identify key priorities to be included into the 4-year Council Plan. This is not recommended, as it risks Council not adequately planning for a known population increase in the medium to long-term.</p> <p>3. (Recommended) Adjust the current work plan to help Council consider top priorities for the 4-year council plan, and include a Whole City Strategy project in the 2025-29 Council Plan that integrates the Property Strategy with the Community Infrastructure Plan.</p>	
<p>[2-50] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people</p>	<p>Review, amend and adopt our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people</p>	<p>IO&F</p>	<p>High</p> <p>This action is Off Track and won't be completed until 2025-26. This timeline meets legislative requirements.</p> <p>Additional time is required to undertake more extensive internal engagement.</p> <p>Timing of delivery of key strategic plans and integrated budget and planning is a higher a priority for the new Council to focus on. These plans, once in place, will better inform the updated policy.</p>	<p>Defer completion of this action until 2025-26.</p> <p>There is a legislative requirement to review the Procurement Policy once in a 4-year Council term. Progressing this work for 2025-26 and beyond is mandatory and can be considered for inclusion in the 2025-29 Council Plan.</p>

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
Strategic Direction: Climate, Green and Sustainable				
[3-8] Acquire land to create new parks	Undertake site investigation works at Clements Reserve as required by the Environmental Action Notice and subsequently undertake the required remediation works to remove contamination	CS&S	High This action is Off Track. The remediation scope and timing will be determined arising from investigation and review work in line with advice from environmental auditors. The necessary investigation and review steps are now expected to require a longer timeframe than was originally forecast. The site investigation and Environmental Action Notice will be completed.	Defer completion of any outstanding work to 2025-26 and consider progressing as part of the development of the 2025-29 Council Plan. Work is progressing in 2024-25. Further updates will be provided in Q3 and Q4.
	Continue to progress the acquisition of the three parcels of land at Clements Reserve from the Department of Transport & Parking.	IO&F	High It is unlikely that this action will be completed in 2024-25. Delivery is dependent on a third party and contamination clean-up works. See above.	Defer this action in 2024-25. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.
[3-16] Develop a plan to respond to new State Government requirements for contaminated land	Finalise and implement the Contaminated Land Framework	CS&S	Low A draft Framework has been completed and currently being reviewed. This action is expected to be completed by the end of the FY.	Work is progressing in 2024-25. Further updates will be provided in Q3 and Q4.
Strategic Direction: Responsible, Transparent and Responsive				
[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Finalise a Lease and Licensing Policy, with consideration to the inputs provided through deliberative engagement to inform the Council Plan	IO&F	High This is a high community interest topic and it is recommended that Council take some further time to consider several policy matters including several arising from consultation. A second round of community consultation is also recommended to ensure the best outcome for community and it is recommended that any consultation take place in 2025-26 so it can be sequenced after consultation on the Council Plan and Budget. This timing would maximise participation, allow time for councillor consideration, and ensure necessary resources are available to run the consultation.	Defer this action in 2024-25. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.

Strategic Action	Action	Division	Q2 Risk Status	Recommendation to Council
			Recent vacancies have contributed to delays and the team would not be able to complete this and all other property projects this financial year.	
[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Complete the Property Strategy	IO&F	<p>High</p> <p>This a complex matter and to achieve the best community outcome it is now recommended that in the next 6 months, Council prioritise work to consider top property priorities for its upcoming Council Plan and 4 year budget. It is recommended that the whole of city property strategy be developed from 2025-26 with a detailed plan for all Properties to be integrated with the Community Infrastructure Plan over the next 2-3 years (including time for community consultation).</p> <p>While key work has progressed, key vacancies and competing priorities have contributed to delays of some components of the work.</p>	Defer this action in 2024-25. Progressing this work for 2025-26 and beyond will be considered as part of the development of the 2025-29 Council Plan.

CAPITAL WORKS

Buildings and Operational Sites		
Building Renewal Program		
Air Conditioning Renewal - Northcote Library Main Cooling System Replacement	●	Following appointment of a consultant and an inspection of the site that found that the existing aged mechanical cooling system needs an upgrade, a program for finalisation of the design works and subsequent delivery is being finalised with Darebin's facilities team to align with library requirements.
Air Conditioning Renewal (Gas Removal stage 1) - Preston Library	●	The site has been inspected in collaboration with the consultant which resulted in a refined scope of works, timing and high-level budget to carry out the work. It determined that the project will require additional budget in the next financial year, with a proposal to support this being prepared for review.
Airconditioning and Generator control upgrades	●	The emergency power supply at Preston office precinct is provided by a large generator located in the car park. This funding to upgrade the controls and automation to enable remote monitoring of the generator and add additional alarm and alert functions to ensure the reliability can be assured. Reservoir Community Learning Centre main controller upgraded to ensure compatibility with new software that is essential.
Asbestos removal at priority locations	●	Many Council buildings are aging, and approximately 80 of them contain hazardous construction materials. An audit of building materials has commenced that will ultimately inform a priorities program for removal.
Bill Lawry Oval	●	The Bill Lawry Oval Pavilion Project has been reignited to investigate how Council can best move forward with delivering a new pavilion for the community which offers value for money and maximum community benefit for the whole of Darebin. A cross-divisional team has been established to review work done to date and plan the scope and program for the optimum way forward.
Building Fire Safety Compliance works	●	Council has ongoing responsibilities to maintain fire safety compliance systems in community buildings. Works are ongoing to upgrade fire hydrants, fire doors, and other Essential Safety Measures (ESM) compliance work.
Darebin Childcare Centre - Veranda repairs	●	At the Darebin Childcare Centre, the rear veranda had rotted in sections, leading to persistent leaks into the building. The veranda roof re-graded and replaced ensuring the building can remain watertight and in service. New windows under veranda will be fitted in Q3.
Darebin North-East Community Hub - New Fire Indicator Panel and smoke / fire detectors	●	The fire alarm system at the Darebin North-East Community Hub (DNECH) has reached the end of its useful life and has triggering frequent false fire alarms and call outs for the Fire Service Victoria (FRV) alarms. A new system has been designed and equipment has been purchased with installation set for January 2025.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Buildings and Operational Sites		
Building Renewal Program		
Electrical supply upgrade at Operations Centre (Stage 1)	●	Council’s Operations Centre currently relies on a limited power supply from the power authority, and as a large complex site, it will require ongoing investment to ensure continued service. A staged master plan outlining power requirements has now been received and being assessed by the management for consideration.
Electrical switchboard upgrades	●	Funding is directed to addressing any electrical switchboard non compliances and for renewing end of life electrical switchboards. A condition report of all switchboards and associated infrastructure is well advanced and works will be prioritised from this list throughout Q3 and Q4 2024/25.
Electronic Security Systems & CCTV renewals	●	The existing security and access control systems in many Council-owned buildings are no longer supported by the manufacturer. A priorities list of replacements is underway to ensure reliable security and access control systems are in place. Procurement process has commenced, and work will be awarded to the successful contractors in early in Q3.
Emergency and Exit Lighting Renewals - Preston Offices Precinct	●	Emergency lighting systems are vital for community buildings and as with other light fittings require regular maintenance and renewal. This project is currently in the quoting stage with award of the works set for Feb 2025
Emergency Power - new generator Preston Maternal Child Health	●	As part of Councils immunisation service run from the Preston Material Child Health (MCH) services building there are high-cost vaccinations stored in refrigerators that must be kept at a consistent temperature range to keep them from spoiling, in a power failure situation a small emergency generator is called upon to supply the refrigerators and protect the integrity of the vaccinations. The current generator is no longer reliable and has reached the end of useful life. In January 2025 the building will be connected to the main municipal precinct generator ensuring reliably and confidence in the vaccination stock.
Jika Jika Community Centre flooring project stage 2 (construction)	●	The project includes new foundations in addition to flooring. Design, program and tender documentation is currently being refined to source a contractor following challenges experienced with contractor availability over the November/December 2024 period. Engagement with the community centre regarding timing and/or finding an alternative venue for the period of the works is progressing.
Kitchen appliance replacements as required	●	The Council manages a range of commercial kitchen appliances, many of which are aging and require replacement. To ensure cost-effective decisions, a priority list is being developed to evaluate new purchases based on repair costs and the remaining useful life of these assets. Quotes have been received and under evaluation for commercial fridges at 350 High Street, Merrilands Community Centre and Merri Child Care kitchen.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Buildings and Operational Sites		
Building Renewal Program		
Mains Electrical supply capacity upgrade - A H Capp	●	Following completion of procurement activities in late 2024, a contractor has been appointed and will commence work in late January 25 to address all non-compliance issues with the electrical switchboards and upgrade capacity.
Mains Electrical supply capacity upgrade - Crisp Park	●	Following completion of procurement activities in late 2024, a contractor has been appointed and will commence work in late January 25 to address all non-compliance issues with the electrical switchboards and upgrade capacity.
Mains Electrical supply capacity upgrade - JE Moore Park	●	Following completion of procurement activities in late 2024, a contractor has been appointed and will commence work in late January 25 to address all non-compliance issues with the electrical switchboards and upgrade capacity.
Northcote Library Air Conditioning Renewal	●	The site has been inspected in collaboration with the successfully appointed consultant. This meeting has found that the existing mechanical systems need to be upgraded to a two-package unit, along with an enhancement to the mechanical board. Due the scope of works and the timing to execute the works there is possibility that the funds need to be increased to complete the work in FY 25/26
Painting and Flooring Renewals for Council buildings	●	This project allocates funding towards floor finish renewal or replacement and painting renewal in Council owned buildings. Initial investigations including site visits and communications with key stakeholders have begun for a number of sites. Works underway or recently completed include new floor finishes at the Maternal Child Health Centres in Northcote and Preston and Thornbury Kindergarten and Darebin CCC & Kinder.
Plumbing - building renewal program at various locations	●	Many plumbing assets are aging and in need of renewal to ensure reliability and to avoid emergency repair costs. Works completed to date include partial roof replacement at Northcote Town Hall, replacement of failed section of fire service at Bundoora Farm, replacement of laser light sheeting to the "H" building at Darebin Resource Recovery Centre (DRRC), replacement of auto boil / chill unit at Northland Youth Hub, and sewer pump replacement at Operations Centre.
Plumbing Renewal - Gas appliances removals (will mean Gas no longer at these sites)	●	This is a program of works to remove gas appliances and implement alternative sustainable arrangements and is being undertaken in phases that are evolving. Phase one project sites have now been approved and work will commence in January 2025. The project officer will consult internal stakeholders and phase two project sites will be finalised and work will be awarded in early February 2025.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Buildings and Operational Sites		
Building Renewal Program		
Plumbing Renewals - New Roof (part ONLY) includes Gutters and Downpipes at IW Dole Reserve Pavilion	●	The scope has been reviewed following investigations and now incorporates an upgrade to the insulation. The construction work will be awarded for completion prior to the end of this financial year, and the Project Manager is consulting with internal stakeholders to ensure works are scheduled to minimise disruption to local community group who use the space.
Plumbing Renewals - New Roof includes Gutters and Downpipes at Donald Street Community Hall	●	Quotes received from contractors to complete roofing works have highlighted challenges with the budget. The Project Manager is working with the project team and stakeholders to refine the scope and approach without compromising functionality.
Preston City Hall toilet refurbishments	●	Following agreement of scope with internal stakeholders, design documentation has been completed and shared internally with key areas. The project team is finalising a program and tender documentation to obtain quotations from contractors for delivery of the works.
Preston offices precinct security and access control system renewal	●	The electronic access control system serving council buildings is no longer supported by the manufacturer with parts and service. A priority list of sites is being rolled out. Upgrades have been completed at Ngarrindjeri Stadium and Preston Municipal offices and precinct buildings.
Upgrading accessibility to various buildings	●	Many buildings have challenges for those with a disability, funding is set aside to make improvements such as automation of doors and installation of non-slip surfaces, handrails and signage as risks are identified. Quote have been received and are under evaluation with work planned to commence in Q3.
Darebin Furniture Purchases (including Libraries)		
Darebin Furniture Renewal Purchases (including libraries)	●	This is a program of works to upgrade furniture across key community facilities. Reservoir Leisure Centre re-fit portion of this program is now completed. The project is now focused on delivery of improvements at Preston Maternal and Child Health, Bundoora Park Farm and Community Hubs.
DRRC Asset Renewal		
Pavement works at the Darebin Resource Recovery Centre	●	Darebin Resource Recovery Centre aims to improve both serviceability and longevity of the facility by replacing the existing gravel link with new concrete paving. The procurement process is completed, and construction will commence in February 2025.









● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Buildings and Operational Sites		
Funded Three-Year-Old Kindergarten		
Works to support Kindergarten expansion program	●	<p>New Kindergarten Design: A Council report for the kindergarten feasibility study and update on other kindergarten projects from Families, Youth & Children was endorsed at December 2024 Council Meeting. The recommendation is to proceed with Gellibrand Crescent Kindergarten expansion Option B (design) and Blake Street Kindergarten Expansion Option B (design). Families, Youth & Children are in discussions with the Victorian Government to determine next steps related to funding and commencing design work.</p> <p>Maryborough Avenue Kindergarten Expansion: The Maryborough Avenue Kindergarten Expansion is in the Council's capital works 4-year plan. It is jointly funded by Council and the State Government through the building block partnership. Procurement process is underway, and contract will be awarded in February 2025. Officers are working on preparing the alternative temporary location for the kindergarten classes during the construction period.</p>
John Cain Memorial Park Female Change Facility		
John Cain Memorial Park Female Change Facility	●	This project will deliver a female friendly change rooms and amenities at John Cain Memorial Park. Project Manager has met with the club to discuss the budget and confirmed in principle support in order to finalise design and progress to delivery later this year. The current investigations show poor soil classification and minor soil contamination as risks that will be managed.
John Hall - Pavilion Redevelopment		
John Hall - Pavilion Redevelopment	●	The construction of John Hall Reserve Pavilion is a priority project addressing the current gap in gender inclusive facilities for sporting clubs in Darebin. Construction began on site in August. Council officers continue to work closely with the contractor and keep stakeholders informed of progress. The construction program is currently three weeks behind, but the contractor has reviewed sequencing of activities and provided program that demonstrates realignment with the original timing. Completion is planned for April/May 2025. The budget is tracking well, and officers are investigating beneficial additions to the scope of works associated with security control and irrigation.
KP Hardiman Pavilion Redevelopment		
KP Hardiman Pavilion Redevelopment	●	The new pavilion design, replacing existing, is focused on delivering a modern, functional, safe, welcoming, environmentally sustainable facility that is tailored to meeting the needs and improved experience of women and girls as a player, coach, official, volunteer or spectator. The tender for the works was awarded at Council Meeting 16 December 2024. Construction is planned to commence in March 2025.

● Completed ● On Track ● At Risk ● Off Track ● Deferred ● Not Started ● Discontinued

CAPITAL WORKS

Buildings and Operational Sites		
Other		
10 CLEELAND ST CARPARK		Works at the carpark on 10 Cleeland Street includes asphalt improvement works and resurfacing, line marking and bollard replacement. Project is in procurement stage and construction work will commence in February 2025
Additional skate park equipment for new site		After conducted site inspections and met with internal teams to prepare the project scope for additional stake park equipment, a decision was made to discontinue the project and transfer the budget to Skate Park Precincts project to cover under a program of works.
BR-3000- Dunne Street bridge wingwall repair		The project includes replacement /reinstatement of wing wall along with removal of vegetation. Procurement process is completed, and contractor is appointed. Construction to commence in the 3rd week of January
New music and sound production equipment		The equipment installation has been completed at the community hub.
RALPH ST CPK 3 CARPARK		The project scope of works includes asphalt reinstatement works, water ponding management, and tree root surface reinstatement, with the work currently in procurement. Construction will commence in February 2025.
Various improvements, to be prioritised		Council funding has been allocated and set aside this financial year for any unanticipated priority works identified throughout the financial year. This may include safety works, repair and improvements identified through the municipality. This funding source is used for such projects and works are planned and scheduled on a case-by-case basis. Safety bollards were fitted at Batman Kindergarten to reduce the risk of cars crashing through the playground.
Reservoir Leisure Centre		
Essential reactive maintenance works Reservoir Leisure Centre		Essential maintenance and replacements to ensure Reservoir Leisure Centre remains in operation are underway. To date, automatic door systems have been installed and switchboard upgrades have been completed. Further works are expected by June 2025.
Workplace Office Accommodation		
Workplace office accommodation		The City of Darebin is undertaking a staff accommodation assessment at the Preston Campus to optimize our workspace and improve operational efficiency. This project is currently planned to be implemented in two stages: Stage 1 - Strategic reorganisation of existing workspaces to align with our new operating model and foster modern and collaborative work environments across departments. Stage 2 - Progressive delivery of physical improvements to our staff accommodation areas over time, ensuring they meet modern workplace standards and evolving council needs to enhance our ability to serve the community. Next steps include the development of a staged implementation plan and further staff engagement.

 Completed
  On Track
  At Risk
  Off Track
  Deferred
  Not Started
  Discontinued

CAPITAL WORKS

IT, Equipment, Collections		
Art collection acquisitions		
Art Collection Acquisitions - Bundoora Homestead Art Centre	●	Project team is researching and exploring the potential acquisitions that are suitable to be purchased to grow Darebin Art Collection. Acquisition is planned to be completed in March 2025.
Arts Venues Asset and Equipment Renewal		
Arts Venues Asset and Equipment Renewal	●	The project team have identified urgent matters to prioritised within the project. The project works now been completed on items in Northcote Town Hall and Darebin Art Centre and remaining budget will be allocated to creative culture venues in Q3 and Q4.
Commission, construction and installation of Migration Artwork		
Commission, construction and installation of Migration Artwork	●	Council officers have collaborated with the successfully appointed artist for the Migration public artwork and confirmed installation location. Artist has commenced the work on commission work.
Darebin Libraries Product Purchases (Collection)		
Darebin Libraries Product Renewal Purchases (Collection)	●	Library collection purchasing is tracking well against the prepared budget and will be completed by June 2025.
IT Improvement Program		
IT Improvement Program - Accelerated deployment: Development of ICT Capabilities of Meeting Rooms	●	A Specification of required equipment and services has been prepared and procurement is currently underway.
IT Improvement Program - Accelerated deployment: Development and Enhancement of BI Reporting Functions	●	This project has been deferred this financial year due to organisational structural adjustments. The project will be re-established at a later date
IT Improvement Program - Bookings, Events and Ticketing Management Systems	●	Procurement related documents have been prepared for the acquisition of a new Bookings, Events and Ticketing Management Systems. The procurement process will commence in late January 2025.
IT Improvement Program - Development and Enhancement of BI Reporting Functions	●	This project has been deferred this financial year due to organisational structural adjustments. The project will be re-established at a later date.
IT Improvement Program - Development of ICT Capabilities of Meeting Rooms	●	A specification of required equipment and services has been prepared and the procurement is currently underway.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

IT, Equipment, Collections		
IT Improvement Program		
IT Improvement Program - Objective software upgrade	●	The project scope and implementation schedule have been developed, with work commencing in February 2025. Upgrading is required to ensure Council is utilising supported versions of key software like Objective, as well as being able to take advantage of new features as and when they become available.
IT Improvement Program - Software Licencing Improvements	●	A new and improved IT contracts and software database has been implemented to better manage the software renewal process. Over 100 software systems are currently managed through the new system.
IT Improvement Program - Website and Intranet upgrade	●	This project has been completed
IT Infrastructure Implementation		
IT Improvement Program - Accelerated deployment: Customer Data Management	●	This project has been deferred this financial year due to organisational structural adjustments.
IT Improvement Program - Addressing existing Cyber Security Risks	●	A number of significant pieces of work are currently underway including: Undertaking a proof of concept (POC) with Zscaler. Zscaler is a cloud-based cybersecurity platform that uses zero trust architecture to securely connect users to applications, bypassing traditional network security appliances. The procurement process was undertaken to establish a Security Operations Centre (SOC) . A SOC provides a system and resources to monitor Council's IT infrastructure on a 24x7 basis to proactively and manage IT threats and associated security risks.
IT Improvement Program - Asset Management Systems Remediation	●	This project has been deferred due to key stakeholders not ready to undertake the project at this time, as well as awaiting impacts of decisions around the planned ERP project.
IT Improvement Program - Customer Data Management	●	A number of initiatives are underway including: Work continuing on Council's Name and Address Register (NAR) data cleansing, with over 20,000 records now updated. Updating of the NAR user guide to reflect pathway UX changes. Undertaking a review, and improvements to, NAR security access.
IT Improvement Program - Deployment of ICT Packaging & Monitoring Tools	●	The project to improve the ICT packaging and monitoring tools has been scheduled for delivery and completion in Q3 of 2025
IT Improvement Program - Infrastructure improvement (Switch & hardware replacement)	●	The process of procuring replacement switch and wireless access points (WAPs) has been undertaken. The evaluation of responses has been completed and finalisation of a contract with the successful tenderer is underway. Equipment rollout is expected to commence in Q3 2024-25.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

IT, Equipment, Collections		
IT Infrastructure Implementation		
IT Improvement Program - IT Refresh (Laptops, Desktops and Mobile Devices)	●	The process of procuring new laptop computers has been undertaken. The evaluation of responses has been completed and a report prepared for Council endorsement in late January 2025.
IT Improvement Program - Upgrade of important Applications (Pathway)	●	Council has recently undertaken a significant project in upgrading Pathway to Pathway UX, providing a new and improved user interface. The upgrade was mandated by Infor, the supplier of Pathway, and is a pre-requisite to moving to the cloud hosted version of Pathway which Council will be required to complete in 2026.
Pit Lid Renewal Program		
Replacing Broken Pit Lids throughout the municipality	●	Broken pit lids present a significant hazard to the safety of road users, including drivers, cyclists, pedestrians, and especially children. We prioritize addressing these hazards promptly, ensuring that repairs or replacements are carried out as quickly as possible within strict timeframes. All reported assets have been inspected, secured, and assigned to contractors for repair or replacement by urgent deadlines. Since the beginning of the financial year, more than 80 assets have been upgraded, replaced, or repaired to the highest standards.
Replacement of Mobile Garbage, Green Waste and Recycling Bins		
Replacement of mobile garbage, green waste and recycling bins	●	This program is dedicated to replacing damaged garbage, food organics and green waste (FOGO), and recycling bins throughout Darebin. Part of the delivery already completed, and an order has been placed for the remaining bins needed for the current financial year. The program is on track and within budget.
Vehicular Plant Replacement - Heavy Vehicle		
Replacement of fleet 564 (rear loader) for hard waste truck for dumped rubbish collection	●	One side loading truck will arrive in March 2025 and the second one will be ready by May 2025. Tipper will be delivered in February 2025. One mower is ready for delivery and the second one will arrive by March 2025. Two Utes will get delivered in February 2025. One trailer is ready for delivery and other two will be delivered by the mid of Feb 2025 All heavy fleet items are expected to be delivered by 30 June 2025.
Replacement of fleet 591 (side loader) for waste collection of garbage bins.		
Replacement of fleet 594 (side loader) for waste collection of garbage bins		
Replacement of parks equipment (mowers etc.)		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

IT, Equipment, Collections		
Vehicular Plant Replacement - Light Vehicle		
Additional funding to achieve appropriate renewal rate for size of fleet	●	Seven passenger cars have been identified for replacement in the current financial year. To date, six vehicles have been delivered, including three fully electric vehicles and three hybrid vehicles. A quotation has been received for the final vehicle, which is expected to be delivered in February/March 2025 due to longer wait times.
Replacement of light vehicle for Health Inspectors		
Replacement of light vehicle for Youth Services		
Youth Services Asset Renewal Program		
Decibels Music equipment and sound production equipment	●	An equipment list and procurement plan is finalised and purchasing will commence in Q3 in line with agreed plan.
Recreation & open space		
Civic Square Northcote Town Hall		
Civic Square Northcote Town Hall essential design to address a structural renewal need	●	This project focuses on investigations and design work required for the Civic Square at Northcote Town Hall to address a structural renewal need to the platform and suspended bridge to extend its useful life. Following initial investigations and updates provided to key stakeholders late 2024, the team is completing procurement documentation to engage consultants to undertake design work.
Clements Reserve Remediation		
Clements Reserve remediation of Council owned portion	●	This project is deferred until the Department of Transport Planning remediate the contaminated land that is part of the sale agreement with Council. Council officers are working with the State Government to understand how the works will impact the proposed timeline.
Cricket Practice Nets and Cages		
TW Blake Cricket Nets	●	This project is the design and construction of proposed cricket practice nets located at the southern-east section of the existing sporting oval at TW Blake Reserve in Preston. Quotes received from contractors to complete the works have highlighted challenges with the budget and the project team is working with the relevant department on a resolution.
Drainage System Renewal and Upgrade Program		
Drainage system renewal & upgrade - 256 Plenty Road, Preston	●	The design project at 256 Plenty Road, Preston, is part of a 10-year capital initiative aimed at mitigating flooding and water ponding issues. Project team is reviewing consultant submission to ensure it align with the project requirement, budget constraints and scope of work. This assessment process aims to ensure all elements of the quotation are clear, accurate, and meet the project's objectives before proceeding further.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Recreation & open space		
Drainage System Renewal and Upgrade Program		
Drainage system renewal & upgrade - 440 St Georges Road Thornbury	●	The project aims to upgrade an under-capacity pipe (600mm) that has been contributing to flooding in the area between Murray Street & St. Georges Road intersection and Hutton Street & St. Georges Road intersection. While the pipe itself is owned by VicRoads, the increased runoff from local properties has made it undersized, necessitating an upgrade by the council. The project's primary goal is to eliminate flooding without creating new problems downstream. This project is currently in the design phase, with the goal of completing the design by this financial year.
Drainage system renewal & upgrade @ 19 Bourke Street, 13 Knox Street, 7 Dwyer Avenue, 5 Academy Avenue & 636 Gilbert Road Reservoir	●	The project aim is to design a new drain or upgrade the existing ones in the area to alleviate flood situation. It was decided that the design would be completed in two phases, due to the scope of the project and budget issue. Concept design will be completed this financial year, and the detailed design will be completed next financial year.
Drainage system renewal & upgrade at Intersection Glasgow Avenue and Massey Avenue, Reservoir to Edgars Creek	●	The continuation of the drainage upgrade to Stage 1 on Massey Ave is in the final stage of the procurement phase. Once approved, the project will be awarded and scheduled to commence upon the completion of Stage 1.
Drainage System renewal upgrade 5 Hartington St, Spain Crt, Potter Crt, Northcote	●	This project focuses on the construction of a drainage upgrade to the existing network. The site has been identified following multiple events of flooding in the area. Project is in the final stage of procurement process. Once approval has been obtained, works will commence on site as soon as possible.
New storm water pipe installation at Summerhill Avenue	●	The project scope have been reassessed for a more cost-effective solution and updated design plans have been received from the consultants and reviewed by project team. The proposal has been accepted, and the process is now underway to start procurement phase to identify and engage a contractor for the project.
Repairs and upgrades to existing drainage network	●	The repair and replacement of drainage assets are essential for maintaining the efficiency of the drainage network. Project budget was utilised on assets which needed replacement or relining and project is successfully completed.
Irrigation Upgrades and Renewals Program		
New sportsground irrigation system at D.R. Atkinson Reserve, Reservoir	●	This project involves the installation of a new irrigation system at DR Atkinson Reserve in Reservoir. This will provide a more modern, efficient and uniform watering system for the reserve and the community that utilise this space. Works have commenced and all pipeline and sprinkler heads have been installed. Project is on track for completion in January 2025.
Sportsground irrigation system power upgrade at H.P. Zwar Park, Preston	●	This project involves upgrading the electrical switchboard at Zwar Park in Preston The electrical contractor has submitted the upgrade design to the power authority and are waiting for formal approval. Once approval is received, project delivery timeline will be established.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Recreation & open space		
Open Space Improvements program		
Design and prepare for Edwards Lake water quality improvements for Edgers Creek Pollution Trap	●	Meetings were conducted with relevant stakeholders to review scope of work to include incident prevention and response. Initial site assessments by consultants will be undertaken in early 2025.
Native planting in second year to establish the Rewilding at various locations	●	Planting is completed in all nominated sites and establishment processes over summer has been initiated. Future plant orders are confirmed for infill of nominated sites and review of future sites for infill requirements matching open space level of service underway.
Project: Park Asset Gap Fill	●	Drainage upgrade works at East Preston Tennis and the A.G. Davis Playground rubber path extension in Preston were completed in October 2024. significant improvements were completed on the Kingsbury Tennis Club fence in 2023/24, and a full renewal is no longer necessary. The signage at The Parade Playground in Northcote was completed and further updates are not required. Two new park seats at John Hall Reserve in Kingsbury have been scoped, and their locations have been determined, with installation planned by the end of the 2024/25 financial year. At Bundoora Park Farm and Visitor Centre, the car park will receive new recycled plastic/timber bollards, with works rescheduled to February 2025 outside of school holidays. This initiative marks the beginning of our transition from timber to recycled, sustainable infrastructure.
New Park fencing at Bundoora Park		
Replacement of 2 Seats at John Hall Reserve Kingsbury		
Replacement of failed trees across the municipality due to extreme weather conditions, storm damage, vandalism or unexplained loss	●	This program focuses on replacing failed trees throughout the municipality due to extreme weather conditions, storm damage, vandalism, or unexplained loss. It involves planting trees in the streetscapes of Preston and Reservoir to mitigate urban heat island effects, as well as filling gaps in various areas to increase canopy cover across the entire municipality. A total of 647 trees have been planted as part of the Tree planting project so far and establishment of planted tree work is ongoing.
Tree planting streetscapes in Preston and Reservoir to mitigate urban heat island effects		
Planting sites to fill gaps to increase canopy cover across the entire municipality		
Prioritization of areas where shade is needed along pathways and trails, playgrounds and other park assets to create shade ways and establish canopy cover		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Recreation & open space		
Open Space Improvements program		
Unallocated Projects	●	This project budget is to be used for new projects that arise because of asset failure or at end of life that cannot wait until the new financial year. Northcote Golf Course - Creek pump replacement work completed as part of the project.
Oval and Sportsground Renewal and Upgrade Program		
Additional security measures for sportsground lighting at J.C. Donath Reserve, Reservoir	●	This project aims to enhance security and safety at our parks and facilities, helping to mitigate damage, theft, and vandalism. At Cranross Tennis Club in Preston, car park lighting has been renewed, and safety entrance lighting is scheduled for installation in 2025. Additionally, alarm system installations are planned for the sports field lighting at J.C. Donath Reserve in Reservoir. Modifications are complete on the drainage pit and pitch two fence infrastructure at B.T. Connor Reserve in Reservoir. Contractors are currently working on each of these uncompleted projects, which are set to be completed during the 2024/25 financial year.
Relocate the vehicle entry on pitch two at B.T. Connor Reserve, Reservoir		
Replace the drainage pit at B.T. Connor Reserve, Reservoir		
Design and prepare sportsground drainage renewal at G.H. Mott Reserve, Preston	●	This project is for investigation and design for drainage renewal at Donath Reserve (Ground 8), GH Mott Reserve and a design for sportsground renewal at CH Sullivan Reserve. Initial investigations and communication with key stakeholders are underway, and the team is working on determining budgets in preparation for grant funding applications in February 2025.
Design and prepare sportsground drainage renewal on ground eight at J.C. Donath Reserve, Reservoir		
Design and prepare sportsground renewal at C.H. Sullivan Reserve, Reservoir		
Remove the coach's box at L.E. Cotchin Reserve, Reservoir	●	This project covers the replacement of coaches' boxes to meet with AFL guidelines at Preston City Oval, and the removal of a coach's box at Le Cotchin Reserve. Following engagement with the user groups to finalise the design and selection of products for the new boxes, procurement was undertaken and a contract awarded. The works will commence end of January 2025.
Three new coach's boxes at Preston City Oval		
Renew the turf wicket at Bill Lawry Oval, Northcote	●	Stage 2 of the Bill Lawry wicket resurfacing has now been completed.
Two new AFL goals for Preston City Oval	●	This Project is the Installation of new goal posts at Preston City Oval. Site visits have been undertaken with key stake holders and tenant clubs notified. Project is currently in the procurement phase to appoint a contractor to undertake the work.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Recreation & open space		
Park Asset Renewal Program including Drinking Fountains		
New amphitheatre seating at Bundoora Park Farm	●	This project renewed and replaced the Amphitheatre at Bundoora Park Farm. Works are complete.
Renew multiple pedestrian and vehicle tracks at Edwardes Lake Park Reservoir, Strettle Reserve Thornbury; and Merri Park, Northcote	●	Site location inspections and level of service for managed gravel pathways and access tracks are completed. Scoped are finalised and Edwardes Lake Park Reservoir gravel pathway improvements will complete in February 2025, Strettle Reserve Thornbury and Merri Park, Northcote works are in the procurement phase.
Renewal of Shelter and sign at All Nations Park	●	The project is nearing completion. The shelter renewal is complete, and Council have engaged a designer and signage manufacturer to deliver the signage component of this project. The sign is scheduled to be repaired in April 2025.
Line marks the basketball key at Hartington St. Basketball Court, Northcote	●	<p>This program aims to renew existing park assets across our parks, reserves, and facility sites.</p> <p>Three vegetable planter boxes have been replaced at Blake Street Kindergarten in Reservoir. Two drinking fountains have been received for Merri Park in Northcote and A.G. Davis Park in Preston, with installations expected to be completed in the third quarter of the fiscal calendar. One drinking fountain has been installed at Northcote Tennis and is complete. Two single BBQs have been replaced at Edwardes Lake Park in Reservoir and Mayer Park in Thornbury.</p> <p>The remaining park assets will be delivered by the end of the financial year.</p>
New concrete pads for seating at Northcote Senior Citizens Centre		
New planter boxes at Blake St. Kindergarten, Reservoir		
New retaining wall seating at J.E. Moore Park, Reservoir		
One new basketball backboard, ring and net at A.G. Davis Park, Preston		
One new basketball backboard, ring and net at Pitcher Park, Alphington		
One new basketball backboard, ring and net at Shand Reserve, Reservoir		
One new bench seat along the Darebin Creek Corridor, Reservoir		
One new drinking fountain at A.G. Davis Park, Preston		
One new drinking fountain at Clifton St Northcote Tennis Courts		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Recreation & open space		
Park Asset Renewal Program including Drinking Fountains		
One new entrance bollard at Bundoora Park	●	<p>This program aims to renew existing park assets across our parks, reserves, and facility sites. Three vegetable planter boxes have been replaced at Blake Street Kindergarten in Reservoir. Two drinking fountains have been received for Merri Park in Northcote and A.G. Davis Park in Preston, with installations expected to be completed in the third quarter of the fiscal calendar. One drinking fountain has been installed at Northcote Tennis and is complete. Two single BBQs have been replaced at Edwardes Lake Park in Reservoir and Mayer Park in Thornbury. The remaining park assets will be delivered by the end of the financial year.</p>
One new drinking fountain at Merri Park, Northcote		
Paint and refurbish the bridges at Ray Bramham Park, Preston		
Paint and refurbish two seats at Lakeview Tennis Courts, Reservoir		
Paint Park Table & Seats at H.L.T. Oulton Reserve Preston		
Two new basketball backboards, rings and nets at Judith Scott Memorial Park, Kingsbury		
Two new bench seats along the Darebin Creek Corridor, Kingsbury		
Playspace Renewal Program		
Judith Scott playspace - full renewal	●	The project scope for the Judith Scott Memorial Park Playground renewal has been completed and engagement report has been finalised. This project will respond to community feedback by removing old equipment and installing desired equipment, with a focus on providing improved access.
Playspace - Batman - Replace Timber Uprights & Wood Repairs	●	The Batman Playspaces repairs work involved the restoration of timber posts at the reserve. The local community was notified and planning with the local kindergarten was undertaken to ensure minimal disruption. The works were carried out and completed on-time, within schedule and budget.
Playspace - Blake St Kinder - Swing	●	<p>This project focuses on the renewal of equipment at various play spaces in Darebin. At Blake Street Kindergarten in Reservoir, the swings and surfacing have been replaced and project completed. Additionally, a section of the rollover bars at Woolhouse Playground in Northcote has been removed and repaired to ensure proper functionality. The rubber surfacing work at Pearl Reserve in Thornbury is complete.</p>
Playspace - Pearl Reserve - Swing Surface Repairs		
Playspace - Woolhouse (Croxtton School) - Replace Roll Over Bars		
Playspace - BP Farm Playground (ALL)	●	The rectification works at Bundoora Park Farm Playground are part of the 24/25 Playspaces Renewal Program. The project is running a little behind, delayed by delivery of documentation. The program has been adjusted to make up for this delay, with completion anticipated by end of this financial year.

● Completed ● On Track ● At Risk ● Off Track ● Deferred ● Not Started ● Discontinued

CAPITAL WORKS

Recreation & open space		
Playspace Renewal Program		
Polaris (Lancaster Gate) playspace - full renewal	●	The scope of improvements at Polaris Play space is finalised and detailed investigations have been undertaken to ensure the planned improvements will function optimally and safely in the future. The selected item matches the existing scheme with improved functionality, and a replacement boat (for play) has been ordered. Community stakeholders have been notified to ensure they are aware of the upcoming works scheduled in February 2025 for completion this financial year.
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment		
Reservoir Leisure Centre: New Gym and Group Exercise Equipment	●	Procurement for new gym and exercise equipment at Reservoir Leisure Centre is currently underway and the project remains on track for completion by June 2025.
Sportsground Sub-surface Drainage		
AH Capp - drainage renewal	●	This project aims to renew and enhance the existing sportsground drainage system. This drainage upgrade will provide an improved quality of sportsground surface to the community, particularly after significant or sustained rainfall. All excavation and drainage renewal works are completed with the project in its final stages and is on track for handover to the winter tenant.
Soil Contamination		
Various remediation sites	●	<p>This program of works aims to remediate contamination at various sites.</p> <p>Darebin Park Lands: The project team has sought engineering advice and is working in collaboration with the Sustainability team to confirm the scope for upgrade to the leachate pond system.</p> <p>Fuel Tank Removal: This project will remove and replace the Bundoora Park fuel tank with a new 5000liter tank and decommission existing fuel tank at the Darebin operating centre. Procurement to engage a suitably qualified contractor to undertake the works has commenced.</p>
Synthetic Cricket Wicket Installation		
Replace the synthetic cricket wicket on ground five at J.C. Donath Reserve, Reservoir	●	The Synthetic cricket pitch at JC Donath 5 has been replaced with a Cricket Australia compliant pitch and the surrounding area has been levelled and turfed to improve playability for Soccer. The project is completed on time and on budget.
Transport, footpaths & streetscapes		
Footpath Renewal Program		
Additional segments to be nominated to accelerate addressing backlog	●	<p>This project encompasses both minor and major footpath renewal efforts designed to enhance safety and functionality within our municipality. The scope includes the repair and replacement of aging infrastructure.</p> <p>Four contractors are currently working on this program and have completed 33% of the footpaths.</p> <p>This project will be completed by the end of May 2025. This projection is in line with Council's proposed timeline.</p>
Footpath Renewal - BARRY STREET, NORTHCOTE		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Footpath Renewal Program		
Footpath Renewal - BEACONSFIELD PARADE, NORTHCOTE		<p>This project encompasses both minor and major footpath renewal efforts designed to enhance safety and functionality within our municipality. The scope includes the repair and replacement of aging infrastructure.</p> <p>Four contractors are currently working on this program and have completed 33% of the footpaths.</p> <p>This project will be completed by the end of May 2025. This projection is in line with Council’s proposed timeline and set to comply with the available budget.</p>
Footpath Renewal - BROADHURST AVENUE, RESERVOIR		
Footpath Renewal - CLIFTON STREET, NORTHCOTE		
Footpath Renewal - EVANS CRESCENT, RESERVOIR		
Footpath Renewal - GILLIES STREET, FAIRFIELD		
Footpath Renewal - GLADSTONE AVENUE, NORTHCOTE		
Footpath Renewal - HAYES STREET, NORTHCOTE	●	
Footpath Renewal - HENRY STREET, NORTHCOTE		
Footpath Renewal - HIGH STREET, PRESTON		
Footpath Renewal - Kelvin Grv, THORNBURY		
Footpath Renewal - MERRI PARADE, NORTHCOTE		
Footpath Renewal - NORMANBY AVENUE, THORNBURY		
Footpath Renewal - REGENT STREET, PRESTON		
Footpath Renewal - ROSEBERRY AVENUE, PRESTON		
Footpath Renewal - TRUDGEON AVENUE, RESERVOIR		
Footpath Renewal - WILCOX STREET, PRESTON		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Footpath Renewal Program		
Further additional segments to be nominated to accelerate addressing backlog		<p>This project encompasses both minor and major footpath renewal efforts designed to enhance safety and functionality within our municipality. The scope includes the repair and replacement of aging infrastructure.</p> <p>Four contractors are currently working on this program and have completed 33% of the footpaths.</p> <p>This project will be completed by the end of May 2025. This projection is in line with Council's proposed timeline and set to comply with the available budget.</p>
Minor Footpath renewal works – reactive renewal		
Minor Footpath renewal works Andrew Street		
Minor Footpath renewal works Bastings St		
Minor Footpath renewal works Beauchamp ST		
Minor Footpath renewal works Bradshaw ST		
Minor Footpath renewal works Darling St		
Minor Footpath renewal works Grange BLvd		
Minor Footpath renewal works Hughes PDE	●	
Minor Footpath renewal works Link ST		
Minor Footpath renewal works Mahoneys Road		
Minor Footpath renewal works Palm St		
Minor Footpath renewal works Railway PI		
Minor Footpath renewal works Rene ST		
Minor Footpath renewal works Separation St		
Minor Footpath renewal works Shoalhaven St		
Minor Footpath renewal works Sugargum Dr		
Minor Footpath renewal works Westgarth St		
Minor Footpath renewal works Yarralea St		
Minor Footpath renewal works Young ST		
Kerb and Channel Renewal Program		
Kerb & Channel renewal works - Alphington (various)	●	Construction works have commenced and are progressing well. Kerb and Channel renewal works are in progress in Preston, Kingsbury, Northcote and Reservoir

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Kerb and Channel Renewal Program		
Kerb & Channel renewal works - Bundoora (various)	●	Construction works have commenced and are progressing well. Kerb and Channel renewal works are in progress in Preston, Kingsbury, Northcote and Reservoir
Kerb & Channel renewal works - Fairfield (various)		
Kerb & Channel renewal works - Kingsbury (various)		
Kerb & Channel renewal works - Northcote (various)		
Kerb & Channel renewal works - Preston (various)		
Kerb & Channel renewal works - Reservoir (various)		
Kerb & Channel renewal works - Thornbury (various)		
Replace Kendal-Harding Bridge		
Kendall / Harding Street shared path bridge renewal and improved accessibility	●	Project staff have now completed the functional design and have moved to the detailed design phase. Works related Cultural Heritage Management Plan (CHMP) for the site are progressing well.
Right of way rehabilitation program		
Laneway (ROW) renewal at various locations	●	Geotechnical report related to this project has been received and work will commence in February 2025. Minor bluestone replacement works in the RoW behind 100 Charles St Northcote is completed under this project.
Road Rehabilitation Design & Construction Program		
Road Design & Construction - Botha Avenue (Allenby to McFadzean Av)	●	As part of Councils Road rehabilitation program, Botha Avenue has been nominated to be upgraded. Works will include reconstruction of the existing central median, kerb and channel repairs, deep asphalt repairs where the pavement has lifted or failed, new asphalt over the entire surface and new raised safety treatments. Community will be engaged early 2025 with an aim for construction works to occur in March to June 2025.
Road Design & Construction - Hickford St. / Darebin Blvd Intersection - Preston	●	, Hickford Street and Darebin Boulevard has been nominated to be upgraded. Works will include demolition of existing road pavement including new asphalt and new full depth road subbase, new underground drainage, kerb and channel, Vehicle Crossings and footpath repairs. Works will also include the replacement of the roundabout with a new raised intersection to promote safer speed environment and provide safer crossing points for pedestrians and improved connections to the Reservoir Views Primary school. Works have been awarded and updated program of works to be provided. Construction will commence early 2025.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Road Rehabilitation Design & Construction Program		
Testing & Design for future year Road Rehabilitation Works (High Street)	●	This project involves the design and investigations required for future projects on Councils long term road rehabilitation program. This program aims to improve the condition, safety and appearance of a number of roads within the City. Four sites are under review with further roads to be nominated. Scoping works are underway.
Road Resurfacing Program		
Road resurfacing - ARTHURTON ROAD- SHAKESPEARE to WINIFRED	●	<p>As part of Council's commitment to enhance road safety and driving conditions, the following roads will be resurfaced. Project staff have now conducted site inspections for each of the streets selected within the program of road resurfacing works. Project is currently in the procurement phase and construction will commence in February 2025.</p>
Road resurfacing - BANBURY ROAD- BOGONG to LUKE		
Road resurfacing - BANBURY ROAD- BROADHURST to BOGONG		
Road resurfacing - BANBURY ROAD-LUKE to THROWER		
Road resurfacing - BANBURY ROAD- THROWER to EMMA		
Road resurfacing - BASTINGS STREET- NEWMARKET to SHARP		
Road resurfacing - BASTINGS STREET- OXFORD to NEWMARKET		
Road resurfacing - BORRIE STREET-MIRANDA to ST. VIGEONS		
Road resurfacing - CHIFLEY DRIVE-BRUTHEN to BELL		
Road resurfacing - CUTHBERT ROAD-ROYAL to MERCHANT		
Road resurfacing - DAVIDSON STREET- LOCKTON to DAWSON		
Road resurfacing - DENNIS STREET- SALISBURY to REID		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Road Resurfacing Program		
Road resurfacing - DUNDAS STREET-NEWCASTLE to VICTORIA RD		<p>As part of Council’s commitment to enhance road safety and driving conditions, the following roads will be resurfaced. Project staff have now conducted site inspections for each of the streets selected within the program of road resurfacing works. Project is currently in the procurement phase and construction will commence in February 2025.</p>
Road resurfacing - DUNDAS STREET-STATION to JONES		
Road resurfacing - ELIZABETH STREET-FURZER to COOL		
Road resurfacing - ELIZABETH STREET-HORTON to JENKIN		
Road resurfacing - GILBERT ROAD-BURGESS to MILLER		
Road resurfacing - GILBERT ROAD-EDWARDES to LAKE		
Road resurfacing - GILBERT ROAD-KANE to COLLINS		
Road resurfacing - HICKFORD STREET-DUNDEE to BORRIE/DAREBIN	●	
Road resurfacing - HICKFORD STREET-JOHNSON to SMITH		
Road resurfacing - HIGH STREET-BEAVERS to BEACONSFIELD		
Road resurfacing - HIGH STREET-COLLINS to PENDER		
Road resurfacing - HIGH STREET-GOOCH to MANSFIELD		
Road resurfacing - HIGH STREET-LAWRY to SEPARATION		
Road resurfacing - HIGH STREET-MC CUTCHEON to BEAVERS		
Road resurfacing - HIGH STREET-OAKOVER to SHOWERS		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Road Resurfacing Program		
Road resurfacing - HIGH STREET-OAKOVER to SHOWERS		<p style="text-align: center;">●</p> <p>As part of Council’s commitment to enhance road safety and driving conditions, the following roads will be resurfaced. Project staff have now conducted site inspections for each of the streets selected within the program of road resurfacing works. Project is currently in the procurement phase and construction will commence in February 2025.</p>
Road resurfacing - INVERMAY STREET-HICKFORD to ST. VIGEONS		
Road resurfacing - LEINSTER GROVE-NORMANBY to WOOLTON		
Road resurfacing - MARSHALL DRIVE-MURIEL to INVERMAY		
Road resurfacing - MASSEY AVENUE-GODLEY to GLASGOW		
Road resurfacing - MCFADZEAN AVENUE-BARRY to O’CONNOR		
Road resurfacing - ORRONG AVENUE-MCMAHON to STRATHMERTON		
Road resurfacing - REGENT STREET (ROBINSON TO RAIL X-ING)		
Road resurfacing - REGENT STREET-HIGH to ROBINSON		
Road resurfacing - REGENT STREET-SPRING to MYRTLE		
Road resurfacing - SEPARATION STREET-PERRY to GRANGE		
Road resurfacing - SOUTH CRESCENT-PARSONS to JAMIESON		
Road resurfacing - SOUTH CRESCENT-SIMPSON to PARSONS		
Road resurfacing - SOUTH CRESCENT-VICTORIA to LEES		

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Road Resurfacing Program		
Road resurfacing - TAYLOR STREET-HUTTON to RENNIE	●	As part of Council’s commitment to enhance road safety and driving conditions, the following roads will be resurfaced. Project staff have now conducted site inspections for each of the streets selected within the program of road resurfacing works. Project is currently in the procurement phase and construction will commence in February 2025.
Road resurfacing - TYLER STREET-ARLINGTON to JEFFREY		
Road resurfacing - TYLER STREET-ELLISON to JOFFRE		
Road resurfacing - TYLER STREET-JEFFREY to ELLISON		
Road resurfacing - TYLER STREET-JOFFRE to PLENTY		
Road resurfacing - VICTORIA ROAD-CHRISTMAS to CLIFTON		
Road resurfacing - VICTORIA ROAD-CLARENDON to CLYDE		
Road resurfacing - VICTORIA ROAD-CLYDE to SPEIGHT		
Road resurfacing - VICTORIA ROAD-FLINDERS to MANSFIELD		
Road resurfacing - VICTORIA ROAD-JENKINS to CHRISTMAS		
Road resurfacing - VICTORIA ROAD-MANSFIELD to ROSSMOYNE		
Road resurfacing - VICTORIA ROAD-RALEIGH to CLARENDON		
Road resurfacing - WOOLHOUSE STREET-ARTHURTON to BEAVERS		
Street Furniture and Equipment Renewal Program		
Street Furniture Renewal Program	●	The list of sites to be included within the project scope has been confirmed and order has been placed for bin surrounds and bike hoops. Minor renewal of road furniture was undertaken and completed.

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Street lighting safety renewal program		
Central Preston lighting renewal (part)	●	Traffic Impact Assessment, SIDRA modelling and Movement & Place report has been completed for High Street streetscape project. Audit of all of Darebin's Non-LED Streetlights is currently underway as Mercury Vapor streetlights are being replaced, with a business case and funding option works to replace streetlights being developed
Public lighting audit in community areas, car parks, open spaces (not streetlights)	●	Lighting Audits has commenced for the Clarendon Street carpark and additional locations are being identified as per the community safety survey.
Street lighting renewal forward design	●	This project has been deferred due to be included within the scope of the works for High Street Road Rehabilitation and Streetscape projects.
Transport Safety Projects Construct (including Blackspot Program)		
Blackspot - Bell Street and Gilbert Road intersection Traffic Signal safety improvements	●	This project involves the improvement of the existing signal operation at Bell Street and Gilbert Road intersection to enhance safety. While the project will be delivered externally by the Department of Transport and Planning, officers are involved to understand the timing and support delivery.
Blackspot - Edwardes Street and Banbury Road (application pending)	●	Council have now been notified that they have been unsuccessful in obtaining funding for this project this year. This project has been deferred.
Blackspot - High Street and Crawley Street (application pending)	●	A Memorandum of Agreement (MoA) has now been received from the Department of Transport Planning (DTP) for the speed limit component of the project. Road Safety Audit for design work has been completed and community consultation will commence soon, and designs will be updated as per the responses received.
Construct Clarendon Street raised zebra crossing - Psarakos Market	●	Council has endorsed the project. The project includes construction of raised zebra crossing on clarendon st at Psarakos Market. Project is currently in the design stage with construction planned to commence this financial year.
Construct McIntosh at James Street	●	The project includes installation of raised pavement on James Street. The design phase of the project is now completed and procurement of a contractor to commence works early 2025 is underway.
Construct Raised children's crossing on Clifton Grove at Sacred Heart School	●	This project delivers on Transport's safety program and involves the construction of a new raised crossing at Sacred Heart School in Clifton Grove Preston. Project was completed successfully late 2024.
Construct raised school crossing opposite James Street at St Joseph Primary school gates	●	The project includes installation of raised school crossing at St Joseph primary school gates on James Street. The design phase of the project is now completed, and procurement of a contractor is underway to commence construction in February 2025.

● Completed ● On Track ● At Risk ● Off Track ● Deferred ● Not Started ● Discontinued

CAPITAL WORKS

Transport, footpaths & streetscapes		
Street lighting safety renewal program		
Construct raised threshold Clapham Street (north) at Hutton Street	●	The project will create a raised threshold at Hutton Street to align it with footpath level. The procurement of a contractor to commence construction by end January 2025 is underway.
Quick Wins YSYS	●	Railway Place, Breen Street and South Crescent Traffic Impact Assessment has been completed and concept plans for infrastructure to be installed. Consultation with stakeholders has been delayed due to a Notice of Motion received. Minor civil works for shared path connections identified in Group A have been delivered by the Operation Centre.
Street Lighting Projects	●	Power authorities (CitiPower and Jemena) have provided the quotations for the work planned and project officer have started procurement process.
Transport Safety Projects Design		
Accessible Parking Spaces Design and Construction	●	This program involves both design and construction of new and accessible parking spaces throughout the municipality. Scope of work for new accessible parking bays has been developed. Procurement process has commenced, and design works will start in February 2025.
Design of raised zebra crossing on Cramer Street	●	Community consultation is completed. Functional Drawings are being updated following community consultation. Detailed Designs to commence following functional drawing updates
Design of speed humps on Radford Road between Edwardes Street and Broadhurst Avenue	●	Community consultation is completed. Detailed designs are progressing well.
Design Pedestrian Operated Signal and Raised Shared Path Crossing Cheddar Road at Crookston Road	●	Functional Drawing and Traffic Signal Plan are currently with the Department of Transport for approval. Staff are currently awaiting the outcome of all submitted applications.
Priority projects identified in the Your Street Your Say Program	●	Detailed Designs for Newcastle Street raised zebra crossing being finalized Feasibility Studies for Victoria Road (South Crescent to Darebin Road) and Pedestrian Operated Signal design works at NARC have commenced and preparing for community consultation. Feasibility Studies for Dundas Street (Victoria Street to Matisi Street) have commenced and preparing for community consultation

● Completed
 ● On Track
 ● At Risk
 ● Off Track
 ● Deferred
 ● Not Started
 ● Discontinued

FINANCIAL REPORT

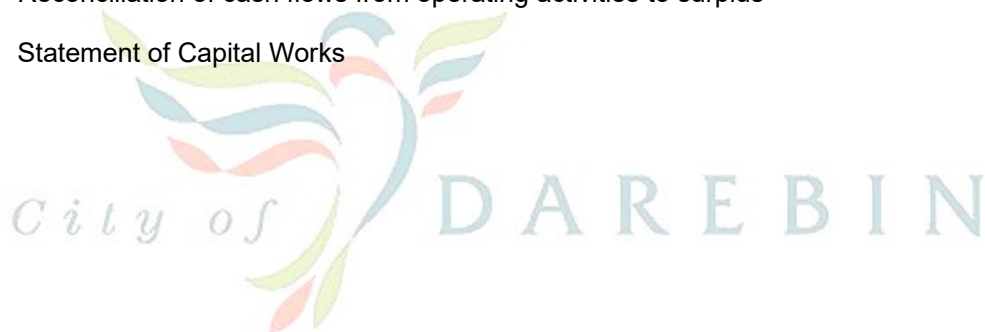
Six months ended
31 December 2024



Financial Report 6 months ended 31 December 2024

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Financial Report

6 months ended 31 December 2024

1 EXECUTIVE SUMMARY

1.1 Operating performance

Performance for the first six months of the financial year is unfavourable to YTD budget by \$0.61m and the forecast operating performance for the full 2024-25 financial year is expected to be \$8.87m less than budget.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	182,663	185,098	2,435	213,704	214,389
Expenditure	(101,604)	(104,653)	(3,049)	(203,511)	(213,062)
Surplus (deficit)	81,059	80,445	(614)	10,193	1,327
Capital & other					
Revenue / grants	(100)	(434)	(334)	(1,639)	(2,316)
Adjusted underlying surplus/(deficit)	80,959	80,011	(948)	8,554	(989)

For the six months ended 31 December 2024, Council has recorded an operating surplus of \$80.45 million, which is \$0.61 million behind of the year-to-date budget. After eliminating capital and other revenue, the adjusted underlying surplus¹ is \$80.01 million, which is \$0.95 million unfavourable to the year-to-date budget.

Total expenditure year-to-date is unfavourable by \$3.05M and total revenue year-to-date is favourable by \$2.44M. The main items contributing to this unfavourable variance are higher depreciation and amortization costs, higher bad and doubtful debts and lower contributions.

The Q2 forecast operating result for the year ending 30 June 2025 is an operating surplus of \$1.32 million, which is \$8.87 million less than budget. The forecast adjusted underlying deficit is \$0.99 million, which is \$9.54 million less than the budget surplus of \$8.55 million. An underlying surplus is the net surplus for the year adjusted for non-recurrent capital grants and contributions. It is an accepted measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenue and expenses that can often mask the operating results.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Property	2,228	3,478	(1,250)	10,583	14,063
Plant & equipment	1,715	1,466	249	6,140	7,392
Infrastructure	4,433	2,946	1,487	15,121	15,647
Total capital works	8,376	7,890	486	31,844	37,102

For the six months ended 31 December 2024, Council has expended \$7.89 million on the capital works program, which is \$0.49 million behind the year-to-date budget. The variance is due mainly to delays in infrastructure works offset by advance in building works.

¹ An underlying surplus is the net surplus for the year adjusted for non-recurrent capital grants and contributions. It is an accepted measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenue and expenses that can often mask the operating results.

Financial Report

6 months ended 31 December 2024

The forecast capital performance for the year ending 30 June 2025 is expenditure of \$37.10 million, which is \$5.26 million more than budget which includes carry forwards from prior year of \$5.10M.

1.3 Financial Position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2024 \$'000
Cash and investments	61,288	73,729	12,441	54,094	55,543	64,872
Net current assets	119,604	129,527	9,923	36,479	36,653	41,810
Net assets and total equity	1,751,737	1,998,613	246,876	1,680,871	1,919,496	1,918,169

The financial position as at 31 December 2024 shows a cash (\$40.56M) and investment balance (\$33.17M) of \$73.73 million, which is \$12.44 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, fees and charges, capital grants, payments to employees and suppliers and a higher opening cash and investment position compared with budget.

The cash and investment balance of \$73.73 million was sufficient to meet restricted cash and intended allocation obligations of \$26.37 million at the end of December².

The Net current asset YTD is \$129.53 million, which is \$9.92 million favourable to budget, primarily due to higher opening cash position and timing of rate receivables.

The net asset position of \$1.99 billion is \$246.8 million favourable to budget. This is mainly due to the prior year revaluation increment of property and infrastructure assets not reflected in the adopted budget due to timing of year-end adjustments.

The forecast Financial Position as at 30 June 2025 shows a closing cash (\$24.02M) and investment (\$31.52M) position of \$55.54 million and net current assets of \$36.48 million.

The forecast closing cash balance of \$55.54M represents a net decrease in cash of \$9.33M out of a \$64.87M opening cash position. Main reason driving this deficit is the cash required to fund Councils significant capital works investment, exceeding the cash generated through operations and loan funding.

² Restricted cash is the amount of cash holdings Council requires to meet external restrictions such as trust funds, statutory reserves and cash for intended allocations, such as cash held to fund future capital works.

Financial Report

6 months ended 31 December 2024

1.4 Mid-Year Budget Review (Q2 Forecast)

The Mid-year budget review indicate a \$8.9M net unfavourable result compared to adopted budget and \$5.3M more than Council's adopted capital works program.

Operating Performance: Overall unfavorable result to financial forecast to the value of \$8.9M. Main drivers are:

Operating Revenue (\$0.69M Favourable Net):

Key movements:

Other Income (\$2.6M Favourable Net)

- Leisure contracts: Favourable adjustment to EOY forecast to the value of **\$1.6M** - Prior year profit share earnings in accordance with contractual arrangements to be paid to Council in current year – not budgeted.
- Interest on Investments: Favourable adjustment to EOY forecast to the value of **\$812K** – favourable external market conditions.
- Recycling Container Scheme: Favourable adjustment to EOY forecast to the value of **\$160K** – Higher than budgeted income generation in first year of scheme.

Capital Grants (677K Favourable Net)

- Kinder expansion projects - **\$749K** – unbudgeted grant income received, to be delivered and spent over the next 2 financial years.
- Raleigh Street Kindergarten Compliance Works - **\$395K** – unbudgeted grant income received, to be delivered and spent in the current year.

Partially offset by:

- Blackspot funding bids - **(\$525K)** – Reduction to EOY forecast relating to unsuccessful Blackspot funding bids.

User Fees & Charges (512K Favourable Net)

- BP Golf Course: Favourable adjustment to EOY forecast to the value of **\$110K** – Aligning annual forecast to updated contractual arrangements.
- DRRC Retail Sales: Favourable adjustment to EOY forecast to the value of **\$250K** – Not included in original budget.
- Accounting adjustments: Favourable adjustment to EOY forecast to the value of **\$255K** – Adjust accounts for prior year receipting variances for compliance purposes. Future state process being investigated.
- Events & Festivals: Favourable adjustment to EOY forecast to the value of **\$112K** – Higher than expected bar sales due to conservative original budget targets.

Partially offset by:

- Home Support Fees (Aged Care Services) - **(\$194K)** – Reduction to EOY forecast relating to over estimation of original budget targets.

Financial Report 6 months ended 31 December 2024

Contribution Income (\$2.9M Unfavourable Net)

- Open Space Levy (OSL) Developer Contributions: Unfavourable adjustment to EOY forecast to the value of **\$3M** – Due to continued downturn in construction industry.

Statutory Fees & Fines (\$186K Unfavourable Net)

- Traffic Fine Income: Unfavourable adjustment to EOY forecast to the value of **\$300K** – Due to traffic staff vacancy impacting on lower volume of infringements raised.

Partially offset by:

- Compliance Fine Income: Favourable adjustment to EOY forecast to value of **\$146K** compared to Budget – mainly due to Public Precautions volumes higher than expected.

Operating Expenditure (\$9.6M Unfavourable Net):

Mainly comprising of:

- Annual Depreciation & Amortisation: Unfavourable adjustment to EOY forecast to the value of **\$6.7M** - As a result of prior year revaluations of Council assets – non-cash impact to budget.
- Budget Carry Forwards & Unspent Grants: Unfavourable adjustment to EOY forecast to the value of **\$1.7M** – Unspent budgets from prior year rolled over to the current year to complete service delivery. Funded from prior year cash surplus. When considered over the two years, this is best understood as a timing adjustment not an overspend.
- Tree Maintenance Program: Unfavourable adjustment to EOY forecast to the value of **\$1.5M** - Revised contract price significantly higher than previous arrangements.
- Bad & Doubtful debts – Animal Control: Unfavourable adjustment to EOY forecast to the value of **\$302K** – mainly due to an increase in exemptions & withdrawal of fines previously issued.

Partially offset by:

- Salaries & Oncosts: Favourable adjustment to EOY forecast to the value of **\$836K** – mainly due to operating model efficiencies and ongoing staff turnover & vacancies.

Capital Works Program: Overall unfavorable result to the value of **\$5.3M**. Main drivers:

Key forecast changes by project

- Budget Carry Forwards: Unfavourable adjustment to EOY forecast to the value of **\$5.1M** – Unspent budgets from prior year rolled over to the current year to complete service delivery. funded from prior year cash surplus.
- Bill Lawry Oval Project - Repayment of unspent grant funding received in a prior year to the value of **\$400K**.
- Merri Common & Surrounds Open Space Improvements project – Grant funding received prior year to be delivered in FY25 **\$688K**.
- Raleigh Street Kindergarten Compliance Works – Grant funding received to deliver works **\$395K**.
- Maryborough Avenue Kindergarten Expansion – EOY expenditure forecast reduced to \$400K to reflect amount expected to be delivered & spent this FY. Remaining Project deliverables & budget deferred to be delivered in FY26. Project is grant funded **\$1.3M**.

Financial Report 6 months ended 31 December 2024

2. FINANCIAL ANALYSIS

2.1 Operating performance

The information in the table below shows income and operating expenditure for the period ended 31 December 2024. The four columns of data provide information on the following:

- YTD budget to 31 December 2024 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 December 2024
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year (annual) forecast of the year end position.

The report provides a year-to-date summary of Council's financial position and is a guide on the timing of receipts and payments. Timing differences can occur during the financial year and year to date variances do not imply that the annual budget will be affected.



Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 6 months ended 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %	Annual Budget \$'000	Annual Forecast \$'000
Income						
Rates and charges	154,384	155,021	637	0.4%	157,373	157,373
Statutory fees and fines	4,842	4,897	55	1.1%	9,332	9,146
User fees	6,331	6,668	337	5.3% >	12,562	13,074
Grants - operating	11,411	11,963	552	4.8% >	18,105	18,167
Grants - capital	100	434	334	100.0% >	2,639	3,316
Contributions - monetary	2,378	1,998	(380)	(16.0%) <	6,607	3,663
Net gain on disposal of property, infrastructure, plant and equipment	267	170	(97)	(36.3%) <	730	650
Other income	2,950	3,947	997	33.8% >	6,356	9,000
Total income	182,663	185,098	2,435	1.3%	213,704	214,389
Expenses						
Employee costs	53,836	53,835	1	0.0%	107,423	106,587
Materials and services	29,457	28,746	711	2.4%	59,646	63,100
Depreciation	13,856	16,729	(2,873)	(20.7%) <	27,712	33,710
Amortisation - intangible assets	266	440	(174)	(65.4%) <	532	1,261
Amortisation - right of use assets	2	-	2		3	-
Bad and doubtful debts	424	966	(542)	(127.8%) >	1,339	1,641
Borrowing costs	804	805	(1)	(0.1%)	1,608	1,608
Finance Costs - leases	-	1	(1)	0.0%	0	0
Other expenses	2,959	3,131	(172)	(5.8%) <	5,248	5,155
Total expenses	101,604	104,653	(3,049)	(3.0%)	203,511	213,062
Surplus for the year	81,059	80,445	(614)	(0.8%)	10,193	1,327
Less						
Grants - capital (non-recurrent)	(100)	(434)	(334)	0.0%	(1,639)	(2,316)
Adjusted underlying surplus/ (deficit)	80,959	80,011	(948)	(1.2%)	8,554	(989)

Legend	
< (\$100,000) and (-5%)	Unfavorable Variance
> = \$100,000 and 5%	Favorable Variance

Operating Revenue – notes

1. User fees: Major variances include:

- Animal fines issued are \$219K more than the budget at the end of December and it is forecast this variance will be \$250K greater than budget at the end of the financial year. (P)
- Darebin Resource Recovery Centre income is \$127K less than the budget at the end of December. Lower than anticipated waste volumes being processed. This will result in a corresponding reduction of expenditure (e.g. tipping costs) (T)
- Supported and connected living income is \$138K less than budget at the end of December and it is forecast this variance will be \$194K less than budget at the end of the financial year. Mainly due to lower than budgeted income within the Home Support Services program due to optimistic budget targets set as part of the budget. (P)
- Recreation and libraries income is \$131K more than the budget at the end of December and it is forecast this variance will be \$110K greater than budget at the end of the financial year. Mainly due to reflecting updated pricing as per the BP golf course contract. (P)

Financial Report

6 months ended 31 December 2024

Operating Expenses – notes

- Creative culture and economic development income is \$130K more than the budget at the end of December and it is forecast this variance will be \$112K greater than budget at the end of the financial year. Mainly due to higher than budgeted bar income at events and higher than budgeted facility hire revenue. (P)
2. **Grants operating:** Major variances include:
- School crossing supervision service is \$157K more than budget at the end of December and it is forecast this variance will be \$157K greater than budget at the end of the financial year. Receipt of higher grant funding than anticipated. (P)
3. **Grants capital:** Major variances include:
- Childcare & kindergarten improvements is \$401K more than budget at the end of December and it is forecast this variance will be \$1.26M greater than budget at the end of the financial year. Receipt of higher grant funding than anticipated. (P)
 - Blackspot design and construction is \$100K less than budget at the end of December and it is forecast this variance will be \$275K less than budget at the end of the financial year. Unsuccessful Blackspot funding bids
4. **Contributions - monetary:** Major variances include:
- Public open space contributions are \$656K unfavorable to budget at the end of December and it is forecast this variance will be \$3.1M lower than budget at the end of the financial year. Construction and development have been impacted by rising interest rates, state-wide economic uncertainty and the staged timing of development. (P)
 - Other contributions are \$168K favorable to budget at the end of December. Developer contribution paid in lieu of maintenance on land in Wood St, Preston. Council will undertake these works over the next 5 years. (P)
- Note: (T) Timing, (P) Permanent**
5. **Other income:** Major variances include:
- Interest on investments is \$633K greater than budget at the end of December and it is forecast this variance will be \$812K greater than budget at the end of the financial year. High interest rates in conjunction with higher cash balances have increased yield on invested funds. Q1 estimate is that this favourable (P)
 - Leisure contracts is forecast to be \$1.64M greater than budget at the end of the financial year. Prior year profit share earnings in accordance with contractual arrangements to be paid to Council in current year – not budgeted.
 - Cost recoveries received from Victorian Workcover Authority is \$386K. This item is unbudgeted. (Refer Employee costs, offset by increase in subsequent expenditure) (T)
 - Cost recoveries received from Victorian Container Deposit Scheme is \$114K greater than budget at the end of December and it is forecast this variance will be \$160K greater than budget at the end of the financial year.. Council receives a proportion of revenue received from the Victorian Container Deposit Scheme from facilities located on Council owned land. (P)

Operating Expenses – notes

Financial Report

6 months ended 31 December 2024

6. **Depreciation and amortisation:** Major variance is:

- Depreciation (\$1.43 million) and amortization (\$174K) is \$1.61 million more than budget at the end of the December. This is mainly due to the impact of the prior year revaluation increment of property and infrastructure assets. (P).

7. **Bad and doubtful debts:** Major variance is:

- City safety and compliance bad and doubtful debts is \$531K more than budget at the end of December and it is forecast this variance will be \$0.29M greater than budget at the end of the financial year. Higher bad debts expense than budget due to transferring backlog of outstanding debts to Fines Victoria. (P).

8. **Other expenses:** Major variance is:

- People and culture legal fees is \$110K more than budget at the end of December. Legal fees related to employee matters and implementation of new operating model. (T)

Note: (T) Timing, (P) Permanent

2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 December 2024. The six columns of data provide information on the following:

- YTD budget to 31 December 2024
- YTD actual results to 31 December 2024
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

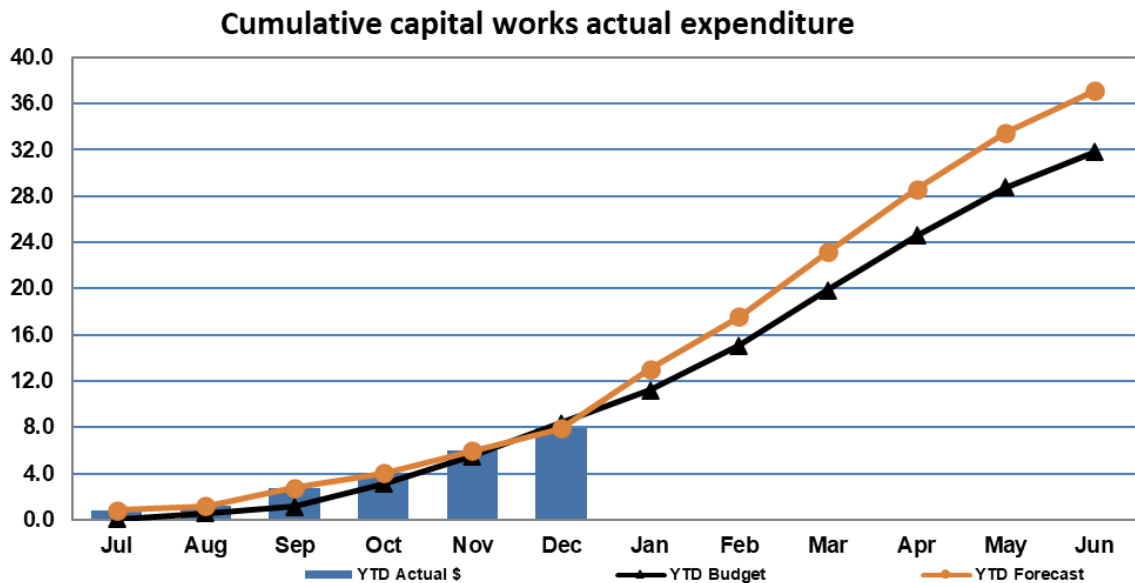
Statement of Capital Works

For the 6 months ended 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %	Annual Budget \$'000	Annual Forecast Forecast \$'000	Forecast Variance \$'000
Capital works							
Property							
Land	10	4	6	100.0%	1,220	1,074	146
Buildings	2,198	3,468	(1,270)	(57.8%) <	9,223	11,145	(1,922)
Building improvements	20	6	14	100.0%	140	1,844	(1,704)
Total property	2,228	3,478	(1,250)	(56.1%)	10,583	14,063	(3,480)
Plant & equipment							
Plant, machinery & equipment	497	396	101	20.3% >	2,130	2,158	(28)
Fixtures, fittings & furniture	16	5	11	100.0%	50	48	2
Computers & telecommunications	695	637	58	8.3%	3,160	4,386	(1,226)
Library books	507	428	79	15.6%	800	800	0
Total plant & equipment	1,715	1,466	249	14.5%	6,140	7,392	(1,252)
Infrastructure							
Roads	1,144	449	695	60.8% >	5,843	5,166	677
Bridges	26	3	23	88.5%	119	205	(86)
Footpaths & cycleways	1,550	677	873	56.3% >	3,016	3,051	(35)
Drainage	681	707	(26)	(3.8%)	1,990	2,097	(107)
Land Improvements	146	240	(94)	(64.4%)	737	942	(206)
Recreation, leisure & community facilities	60	97	(37)	(61.7%)	200	333	(133)
Waste management	185	181	4	2.2%	330	309	21
Parks, open space & streetscapes	577	578	(1)	(0.2%)	2,792	3,458	(666)
Off-street car parks	64	14	50	78.1%	95	86	9
Total infrastructure	4,433	2,946	1,487	33.5%	15,121	15,647	(526)
Total capital works	8,376	7,890	486	5.8%	31,844	37,102	(5,258)
Represented by:							
Asset renewal	5,910	5,568	342		22,468	26,178	(3,710)
New assets	1,626	1,532	94		6,182	7,203	(1,021)
Asset expansion	185	175	10		705	821	(116)
Asset upgrade	655	617	38		2,489	2,900	(411)
Total capital works	8,376	7,890	486	5.8%	31,844	37,102	(5,257)

Financial Report

6 months ended 31 December 2024



Capital Expenditure – notes

1. **Land:** Major variances include:
 - Soil contamination is forecast to be \$146K less than budget at the end of the financial year. (P)

2. **Buildings:** Major variances include:
 - Bill Lawry Oval pavilion is \$410K greater than budget at the end of December. Project includes the return of external State Government funding received. Original project scope cannot be delivered with allocated funding provided. (P)
 - Merri Community Child Care & Kindertgarten works is \$254K more than budget at the end of December. It is forecast that this variance will be \$467K greater than the budget at the end of the financial year. Project was deferred from 2023-24. (P)
 - Northcote Townhall compliance matters is \$302K greater than budget at the end of December. Project was deferred from 2023-24. (P)
 - John Hall Pavilion works is \$340K less than budget at the end of December. It is forecast that this variance will be \$426K greater than the budget at the end of the financial year. Construction works are in advance of project plan. (P)
 - JS Grey Kindergarten expansion works is forecast to be \$181K greater than budget at the end of the financial year. (P)
 - Operationa Centre fire hydrant compliance work is forecast to be \$291K greater than budget at the end of the financial year. (P)
 - Raleigh Street Kindergarten compliance works is \$409K more than budget at the end of December. It is forecast that this variance will be \$409K greater than the budget at the end of the financial year. Project was deferred from 2023-24. (P)

Note: (T) Timing, (P) Permanent

Financial Report

6 months ended 31 December 2024

- Maryborough Avenue kindergarten expansion works is forecast to be \$500K less than budget at the end of the financial year. Contract to be awarded in early 2025. (P)
 - KP Hardiman Reserve pavilion design works is forecast to be \$491K less than budget at the end of the financial year. (P)
3. **Plant, machinery & equipment:** Major variances include:
- No individual significant item. (T)
4. **Computers & telecommunications:** Major variances include:
- IT improvement program is forecast to be \$291K less than budget at the end of the financial year. (P).
 - IT equipment refresh program is forecast to be \$806K greater than budget at the end of the financial year. Project was deferred from 2023-24. (P)
 - Infrastructure improvement program is forecast to be \$646K greater than budget at the end of the financial year. Project was deferred from 2023-24. (P)
5. **Roads:** Major variances include:
- Road resurfacing program is forecast to be \$168K less than budget at the end of the financial year. (P)
 - Blackspot-Bell Street and Gilbert Road Intersection Traffic Signal Safety Improvements project is forecast to be \$290K less than budget at the end of the financial year. Dept of Transport to deliver project. (P)
 - Blackspot-Edwardes Street and Banbury Road Improvements project is forecast to be \$235K less than budget at the end of the financial year. Grant application unsuccessful. (P)
6. **Footpaths & cycleways:** Major variances include:
- Footpath renewal program is \$877K less than budget at the end of December. (T)
7. **Drainage:** Major variances include:
- Massey Avenue drainage upgrade is \$113K greater than budget at the end of December. It is forecast that this variance will be \$254K greater than the budget at the end of the financial year. Project was deferred from 2023-24. (P)
8. **Land improvements:** Major variances include:
- Soil contamination remediation is forecast to be \$203K greater than budget at the end of the financial year. Project was deferred from 2023-24. (P)
9. **Recreation, leisure & community facilities:** Major variances include:
- RLC redevelopment and rebuilding scoping is forecast to be \$146K greater than budget at the end of the financial year. Project was deferred from 2023-24. (P)
10. **Parks, opens space & streetscapes:** Major variances include:
- Merri Common Open space improvement project is forecast to be \$689K greater than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

6 months ended 31 December 2024

2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2024 \$'000
Cash and investments	54,523	64,590	10,067	54,094	55,543	64,872
Net current assets	155,416	163,120	7,704	36,479	36,654	41,810
Net assets and total equity	1,787,346	2,034,676	247,330	1,680,871	1,919,496	1,918,169

Cash & Investment balance

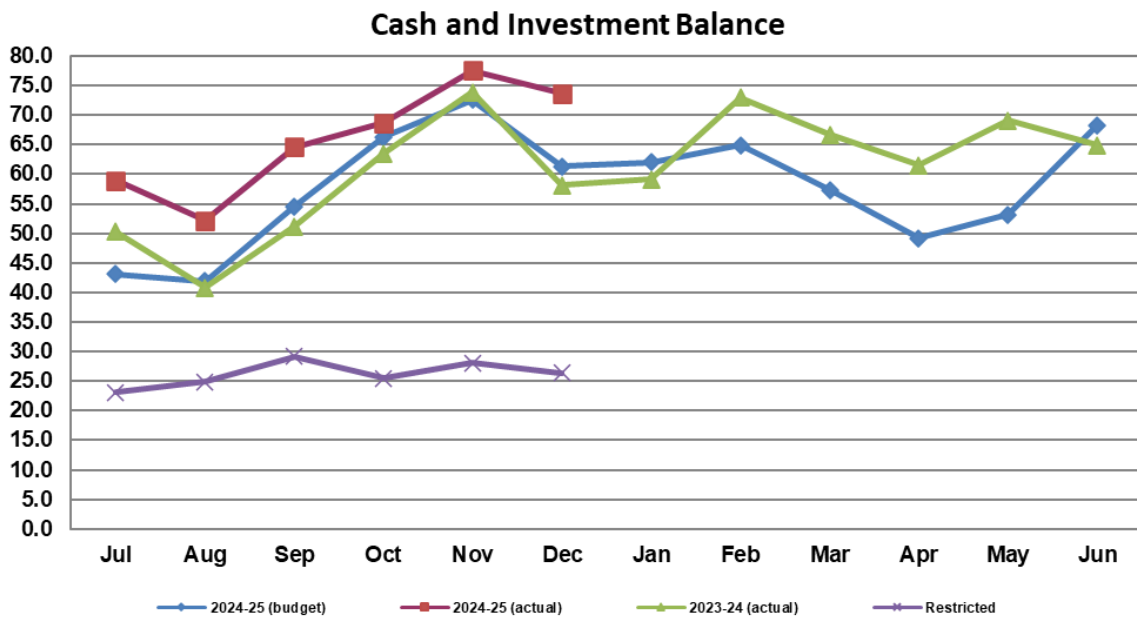
The chart below shows projections of how Council’s cash balance is expected to perform over the course of the 2024-25 financial year. The chart portrays:

- YTD budget to 31 December 2024
- YTD actual results to 31 December 2024
- YTD variance of actuals compared to budget
- Annual budget as adopted by Council
- Restricted Cash
- Mid-year (annual) forecast cash balance.

Restricted cash includes:

- Drainage development reserve
- Recreational lands and Developer Contribution Plan contributions received
- Carried forward capital works
- Trust funds and deposits.

The graph below shows Council’s cash balance is within expectations. Every opportunity is taken to invest surplus cash to maximise investment returns.



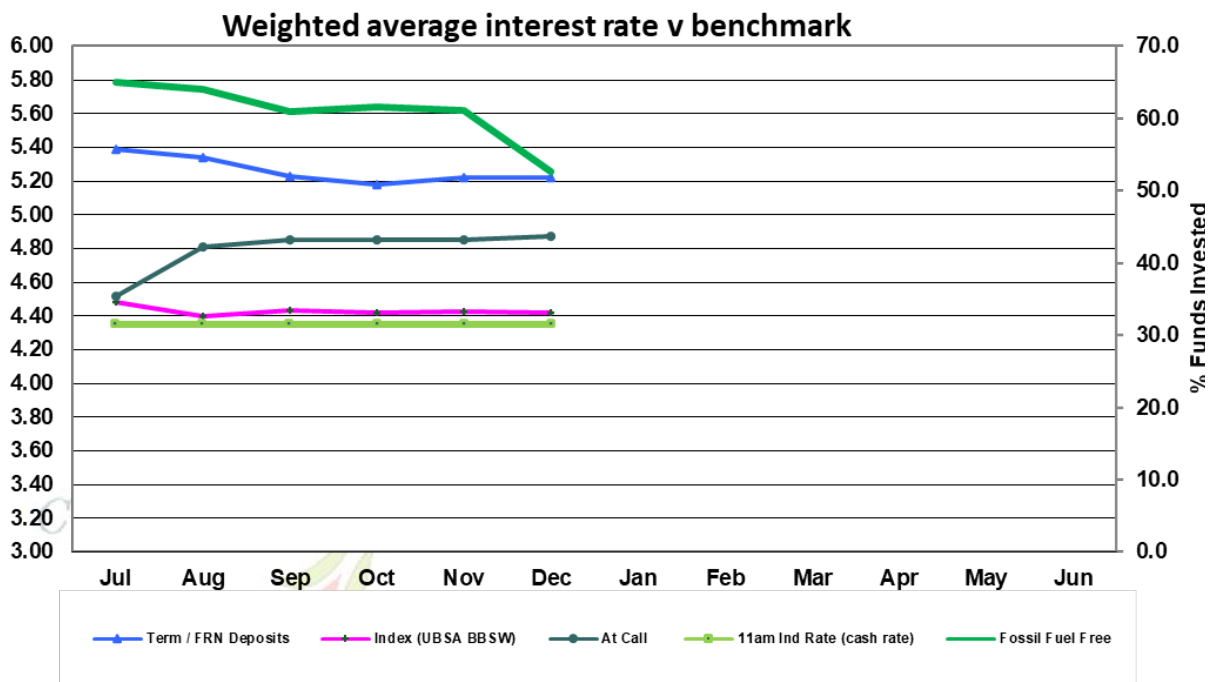
Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$31.52M).

Financial Report 6 months ended 31 December 2024

The graph below shows Council’s interest performance against the market as well as showing the percentage of investments that were placed with financial institutions and authorised deposit-taking institutions (ADI’s) which do not have a record of funding fossil fuels.

As at 31 December 2024, 53% of all invested funds were placed with financial institutions and ADI’s which do not have a record of funding fossil fuels (30 Sept 2024 61%).

A comprehensive review of the Council’s investment portfolio has been undertaken for the 6 months ended 31 December 2024. The council’s investment portfolio has earned \$1.73 million in interest on investments, with term deposits, floating rate deposits and cash investments earning an annualised rate of 5.08% (Sept 2024: 5.19%).



Working capital

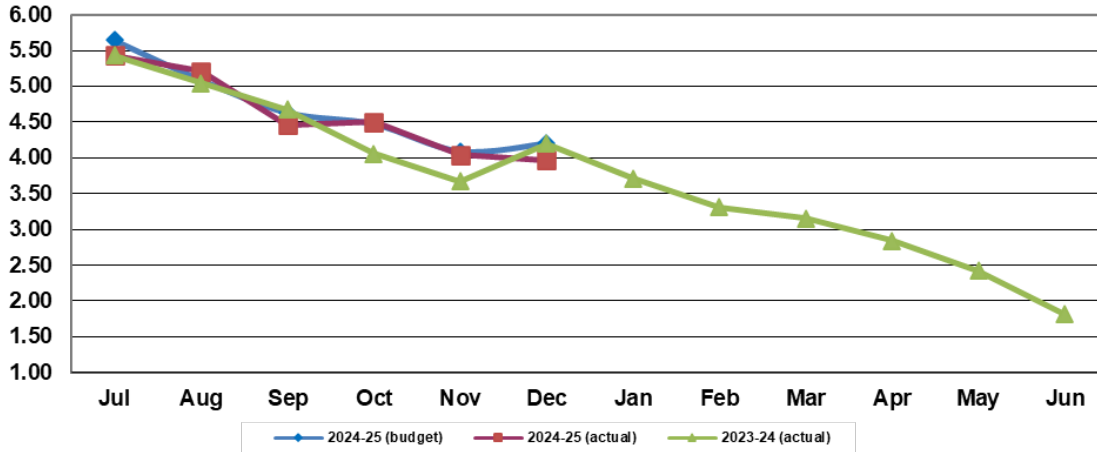
The chart below shows projections of the movement in Council’s working capital over the course of the 2024-25 financial year. The chart portrays:

- Budgeted 2024-25 working capital
- Actual 2024-25 working capital
- Actual 2023-24 working capital

Financial Report

6 months ended 31 December 2024

Working capital (current assets/current liabilities)



As at 31 December 2024, \$155.02 million was raised in general and waste rates and charges including supplementary valuations generated by changes to council’s property base. At 31 December 2024, 47.5% of the rates raised have been collected compared to the same period of the 2023-24 financial year of 49.0%.

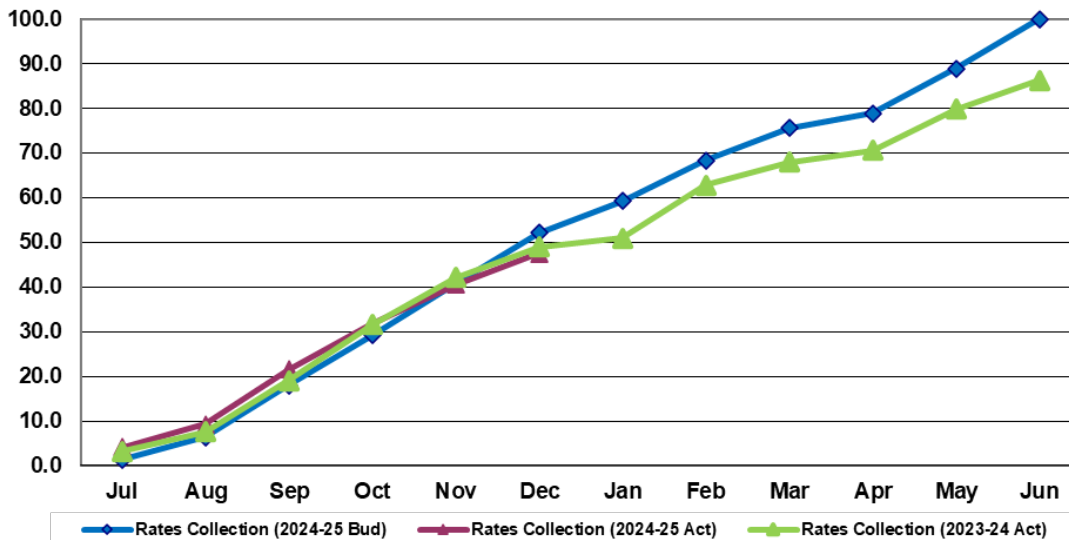
Rates debtors

The following graphs show that current collection trends are closely following the 2023-24 collection trend and the budgeted collection trend:

In the financial year 2022-23, an effective rate debt collection campaign was run to collect outstanding rates. Debt levels at the end of 2021-22 were around \$19.1m, excluding Special Charges. The campaign resulted in the collection of \$9.2m of outstanding debt from prior years. The rate debt collection campaign is continuing and has helped to improve Council’s cash flow.

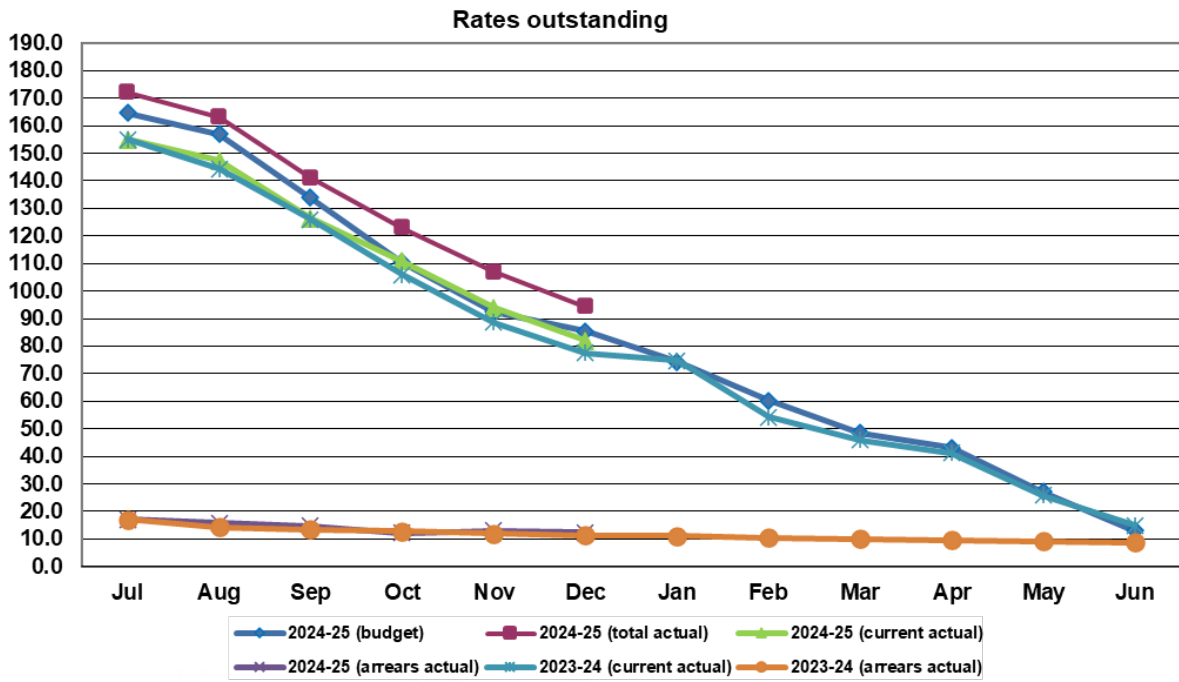
In 2023-24 outstanding rates and fire service levy, including past arrears again increased by \$3.52m to \$21.82m. For the 6 months ended 31 December 2024, the Outstanding Rates Balance has decreased by \$8.23m to \$13.59m (Dec-23 \$12.71m)

% of rates received



Financial Report

6 months ended 31 December 2024



Financial Report
6 months ended 31 December 2024

APPENDIX A

Comprehensive Income Statement
Balance Sheet
Statement of Cash Flows
Statement of Capital Works



Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 6 months ended 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %	Annual Budget \$'000	Annual Forecast \$'000
Income						
Rates and charges	154,384	155,021	637	0.4%	157,373	157,373
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Amortisation - right of use assets	2	-	2		3	-
Bad and doubtful debts	424	966	(542)	(127.8%)	1,339	1,641
Borrowing costs	804	805	(1)	(0.1%)	1,608	1,608
Finance Costs - leases	-	1	(1)	0.0%	0	0
Other expenses	2,959	3,131	(172)	(5.8%)	5,248	5,155
Total expenses	101,604	104,653	(3,049)	(3.0%)	203,511	213,062
Surplus for the year	81,059	80,445	(614)	(0.8%)	10,193	1,327
Less						
Grants - capital (non-recurrent)	(100)	(434)	(334)	0.0%	(1,639)	(2,316)
Adjusted underlying surplus/ (deficit)	80,959	80,011	(948)	(1.2%)	8,554	(989)

Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Balance Sheet

As at 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Audited 2024 \$'000
Current assets						
Cash and cash equivalents	47,134	40,557	(6,577)	39,940	24,017	33,346
Trade and other receivables	94,890	96,455	1,565	22,741	23,999	24,992
Other financial assets	14,154	33,172	19,018	14,154	31,526	31,526
Inventories	66	61	(5)	66	61	61
Prepayments	648	2,539	1,891	-	2,322	2,508
Other assets	10	393	383	145	416	961
Total current assets	156,902	173,177	16,275	77,046	82,341	93,394
Non-current assets						
Trade and other receivables	835	2,396	1,561	1,571	1,363	2,556
Other financial assets	6	6	-	6	6	6
Property, infrastructure, plant & equipment	1,660,954	1,895,423	234,469	1,670,576	1,908,015	1,904,291
Right-of-use assets	-	222	222	194	193	222
Investment property	9,270	9,840	570	9,270	9,840	9,840
Intangible assets	470	897	427	-	825	1,339
Total non-current assets	1,671,535	1,908,784	237,249	1,681,617	1,920,242	1,918,254
Total assets	1,828,437	2,081,961	253,524	1,758,663	2,002,583	2,011,648
Current liabilities						
Trade and other payables	6,055	6,635	(580)	9,919	10,821	15,818
Trust funds and deposits	6,954	8,061	(1,107)	6,910	6,953	6,953
Contract and other liabilities	107	2,687	(2,580)	107	1,679	2,396
Provisions	19,833	21,886	(2,053)	19,233	21,748	22,127
Interest bearing loans and borrowings	4,349	4,348	1	4,398	4,441	4,257
Lease liability	-	33	(33)	-	45	33
Total current liabilities	37,298	43,650	(6,352)	40,567	45,687	51,584
Provisions	2,380	2,485	(105)	2,380	2,485	2,485
Interest bearing loans and borrowings	37,022	37,024	(2)	34,845	34,781	39,221
Lease liability	-	189	(189)	-	133	189
Total non-current liabilities	39,402	39,698	(296)	37,225	37,399	41,895
Total liabilities	76,700	83,348	(6,648)	77,792	83,086	93,479
Net assets	1,751,737	1,998,613	246,876	1,680,871	1,919,496	1,918,169
Equity						
Accumulated surplus	680,539	682,786	2,247	609,673	604,223	602,342
Asset revaluation reserve	1,055,675	1,301,563	245,888	1,055,675	1,301,563	1,301,563
Other reserves	15,523	14,264	(1,259)	15,523	13,710	14,264
Total equity	1,751,737	1,998,613	246,876	1,680,871	1,919,496	1,918,169

Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 6 months ended 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Cash flows from operating activities					
Rates	85,043	83,554	(1,490)	157,366	158,525
Statutory fees and fines	4,612	4,097	(515)	10,261	7,505
User fees & charges (inclusive of GST)	6,831	6,073	(758)	13,813	14,310
Grants - operating	11,372	12,681	1,310	18,093	18,684
Grants - capital	100	1,417	1,317	2,637	3,452
Contributions - monetary	3,366	1,998	(1,368)	6,607	3,663
Other income	1,959	3,194	1,235	4,362	6,360
Employee costs	(56,276)	(54,722)	1,555	(106,382)	(106,937)
Materials and services (inclusive of GST)	(37,524)	(39,689)	(2,165)	(69,905)	(77,691)
Net FSPL refund / payment	10	278	268	-	-
	19,493	18,879	(613)	36,852	27,871
Interest	740	785	45	2,384	2,841
Trust funds and deposits	-	834	834	-	-
Net GST refund / payment	3,549	3,986	437	3,389	8,386
Net cash provided by operating activities	23,781	24,485	704	42,625	39,097
Cash flows from investing activities					
Proceeds from sale of property, plant & equipment	429	173	(255)	803	650
Payment for property, infrastr, plant & equipment	(8,377)	(12,869)	(4,492)	(31,844)	(43,220)
Repayment of loans and advances	9	-	(9)	-	9
Payment for other financial assets	-	-	-	-	-
Net cash used in investing activities	(7,940)	(12,696)	(4,757)	(31,041)	(42,561)
Cash flows from financing activities					
Finance costs	(804)	(826)	(22)	(1,608)	(1,608)
Repayment of borrowings	(2,106)	(2,106)	(0)	(4,237)	(4,257)
Net cash used in financing activities	(2,910)	(2,932)	(23)	(5,845)	(5,865)
Net increase / (decrease) in cash & cash equivalents					
	12,932	8,857	(4,075)	5,739	(9,329)
Cash & cash equivalents at the beginning of the year	48,356	64,872	16,516	48,355	64,872
Cash & cash equivalents at the end of the period	61,288	73,729	12,441	54,094	55,543

Note: Cash and cash equivalents at the beginning of the year includes term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$31.52M).

Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 6 months ended 31 December 2024

Reconciliation of cash flows from operating activities to surplus

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Surplus for the year	81,059	80,445	(614)	10,193	1,327
Items not involving cash or non operating in nature					
Depreciation and amortisation	14,122	17,169	3,047	28,247	34,971
Interest expense	804	806	2	1,608	1,608
Net (gain) / loss on sale of assets	(267)	(170)	97	(730)	(650)
Decrease / (Increase) in trade and other debtors	(71,141)	(71,467)	(326)	(294)	1,353
Decrease / (Increase) in other operating assets	(85)	702	786	(6)	1,556
(Decrease) / Increase in Trade creditors	(1,320)	(5,614)	(4,294)	5,778	0
(Decrease) / Increase in other operating liabilities	9	2,857	2,847	(2,171)	(689)
(Decrease) / Increase in provisions	600	(241)	(841)	0	(378)
	<u>(71,937)</u>	<u>(73,763)</u>	<u>(1,826)</u>	3,307	1,842
Net cash provided by operating activities	<u>23,781</u>	<u>24,485</u>	<u>704</u>	42,625	39,097



Financial Report

6 months ended 31 December 2024

DAREBIN CITY COUNCIL

Statement of Capital Works

For the 6 months ended 31 December 2024

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %	Annual Budget \$'000	Annual Forecast \$'000
Capital works						
Property						
Land	10	4	6	100.0%	1,220	1,074
Buildings	2,198	3,468	(1,270)	(57.8%)	9,223	11,145
Building improvements	20	6	14	100.0%	140	1,844
Total property	2,228	3,478	(1,250)	(56.1%)	10,583	14,063
Plant & equipment						
Plant, machinery & equipment	497	396	101	20.3%	2,130	2,158
Fixtures, fittings & furniture	16	5	11	100.0%	50	48
Computers & telecommunications	695	637	58	8.3%	3,160	4,386
Library books	507	428	79	15.6%	800	800
Total plant & equipment	1,715	1,466	249	14.5%	6,140	7,392
Infrastructure						
Roads	1,144	449	695	60.8%	5,843	5,166
Bridges	26	3	23	88.5%	119	205
Footpaths & cycleways	1,550	677	873	56.3%	3,016	3,051
Drainage	681	707	(26)	(3.8%)	1,990	2,097
Land Improvements	146	240	(94)	(64.4%)	737	942
Recreation, leisure & community facilities	60	97	(37)	(61.7%)	200	333
Waste management	185	181	4	2.2%	330	309
Parks, open space & streetscapes	577	578	(1)	(0.2%)	2,792	3,458
Off-street car parks	64	14	50	78.1%	95	86
Total infrastructure	4,433	2,946	1,487	33.5%	15,121	15,647
Total capital works	8,376	7,890	486	5.8%	31,844	37,102
Represented by:						
Asset renewal	5,910	5,568	342		22,468	26,178
New assets	1,626	1,532	94		6,182	7,203
Asset expansion	185	175	10		705	821
Asset upgrade	655	617	38		2,489	2,900
Total capital works	8,376	7,890	486	5.8%	31,844	37,102

**9.6 CEO EMPLOYMENT MATTERS COMMITTEE CHARTER
AND CEO EMPLOYMENT AND REMUNERATION POLICY****Author:** Executive Manager, Governance, Risk, Communications & Engagement**Reviewed By:** Executive Manager, Governance, Risk, Communications & Engagement

EXECUTIVE SUMMARY

Council established the CEO Employment Matters Committee in April 2017 to oversee the employment of the Chief Executive Officer (CEO) as an advisory Committee to Council.

In March 2023, Council adopted the CEO Employment Matters Committee Charter and the CEO Employment and Remuneration Policy. The adoption of the policy was in accordance with the requirement of s45 of the *Local Government Act 2020*.

In line with good governance, and the new Council term, the Charter and Policy have been reviewed. A copy of the Charter (**Appendix A** – marked up changes and **Appendix B** – clean copy) and a copy of the Policy (**Appendix C** – marked up changes and **Appendix D** – clean copy) are attached and contain a small number of minor changes:

- Reference to the new Model Councillor Code of Conduct as part of the Local Government Act reforms
- Formatting changes to the content and structure of the documents to ensure greater clarity and consistency between the Charter and the Policy following a legal review, and feedback from the CEO Employment Matters Committee.

Officer Recommendation

That Council:

- (1) Notes that the CEO Employment Matters Committee have reviewed and recommend the CEO Employment Matters Committee Charter (**Appendix A & B**) and the CEO Employment and Remuneration Policy (**Appendix C & D**) to Council for adoption with changes incorporated in Appendices.
 - (2) Notes that the reviewed CEO Employment Matters Committee Charter and the CEO Employment and Remuneration Policy was considered by the CEO Employment Matters Committee at its meeting on 21 January 2025 and is recommended to Council for adoption by the Committee.
 - (3) Adopts the CEO Employment Matters Committee Charter at **Appendix B**.
 - (4) Adopts the CEO Employment and Remuneration Policy at **Appendix D**.
-

BACKGROUND / KEY INFORMATION

Council first established a CEO Employment Matters Committee in April 2017. Council is not required to have a CEO Employment Matters Committee or an Independent Chair. The establishment of an Advisory Committee for this purpose is considered a best practice approach to manage the employment and performance of the CEO and the high demand on the time and effort of elected Councillors. The engagement of an Independent Chair provides the Committee with specialist support to assist the Committee.

Under section 45 of the *Local Government Act 2020* (the Act), Council is required to “develop, adopt and keep in force” a Chief Executive Officer Employment and Remuneration Policy.

The Act (Section 45) requires:

- (1) *A Council must develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.*
- (2) *A Chief Executive Officer Employment and Remuneration Policy must—*
 - a) *provide for the Council to obtain independent professional advice in relation to the matters dealt with in the Chief Executive Officer Employment and Remuneration Policy; and*
 - b) *provide for the following—*
 - (i) *the recruitment and appointment process;*
 - (ii) *provisions to be included in the contract of employment;*
 - (iii) *performance monitoring;*
 - (iv) *an annual review; and*
 - c) *include any other matters prescribed by the regulations.*
- (3) *A Council must have regard to—*
 - a) *any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and*
 - b) *any Determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 in relation to remuneration bands for executives employed in public service bodies— in developing the Chief Executive Officer Employment and Remuneration Policy.*
- (4) *A Council must adopt the first Chief Executive Officer Employment and Remuneration Policy under this section within 6 months of the commencement of this section.”*

Previous Council Resolutions

At its meeting held on 27 March 2023, Council resolved:

“That Council:

- (1) *Notes that the CEO Employment Matters Committee have reviewed and recommend the CEO Employment and Remuneration Policy (Appendix B & D) and the CEO Employment Matters Committee Charter (Appendix A & C) to Council for adoption with changes incorporated in Appendices.*
- (2) *Adopts the CEO Employment Matters Committee Charter at Appendix C*
- (3) *Adopts the CEO Employment and Remuneration Policy at Appendix D*

- (4) *Delegates the Manager People and Culture to undertake recruitment for the position of Independent Chair of the CEO Employment Matters Committee and provide a recommendation to Council for appointment.”*

At its meeting held on 27 February 2023, Council resolved:

“That Council:

- (13) *Authorise the extension of the interim Independent Chair of the CEO Employment Matters Committee, Joe Carbone, until such time as Council appoints an Independent Member following a recruitment process.”*

At its meeting held on 28 November 2022, Council resolved:

“That Council:

- (10) *Notes that the current term of the Independent Chair of the CEO Employment Matters Committee, Mary Crooks, ended on 25 November 2022 and thank Mary for her significant contribution to Council since her commencement in 2017.*
- (11) *Appoints Joe Carbone, former independent HR Advisor to Council, as the interim Independent Chair of the CEO Employment Matters Committee up to 27 February 2023 at an agreed hourly rate, delegated to the General Manager Governance and Engagement to finalise.*
- (12) *Notes that the CEO Employment Matters Committee Charter, CEO Employment and Remuneration Policy will be reported to Council at its December meeting, accompanied by a recommendation to advertise the Independent Chair, CEO Employment Matters Committee position.”*

At its meeting held on 25 July 2022, Council resolved:

“That Council:

- 1) *Note the appointment of Councillors on the CEO Employment Matters Committee end upon appointment of the Chief Executive Officer by the execution of the contract of employment.*
- 2) *Note that Council’s obligations in accordance with the CEO Employment and Remuneration Policy (Appendix B) are to appoint the Mayor, the Deputy Mayor and some or all of Councillors to the Committee.*
- 3) *Note that the CEO Employment matters Committee will comprise of the Independent Chair, the Mayor, Deputy Mayor and 3 Councillors. Except when there is a vacancy in the position of CEO, when for the recruitment and appointment process, the membership will be –*
 - *Independent Chair; and*
 - *All Councillors*
- 4) *Appoint Mayor Lina Messina, Deputy Mayor Trent McCarthy and Councillor Emily Dimitriadis, Councillor Gaetano Greco, and Councillor Susan Rennie to the CEO Employment Matters Committee, to take effect from the date of execution of the CEO employment contract.*
- 5) *Make an administrative change to the CEO Employment Matters Committee Charter to reflect these new appointments, in the ‘composition’ section that the Committee will be constituted by an independent chairperson, the Mayor, Deputy Mayor and 3 (three) Councillors, and in both the ‘composition’ and ‘meetings’ sections reflect a quorum of 4 (four) members will be necessary to transact business of the Committee.*
- 6) *Make an administrative change to the CEO Employment Matters Committee Charter to reflect clearly that all Councillors will receive notices and agendas for all meetings of the committee and if not a member of the committee will be welcome to attend.*

- 7) *Note that the current term of appointment of the Independent Chair of the CEO Employment Matters Committee ends on 25 November 2022, and that a further report will be provided to Council at its September 2022 meeting for decision regarding role requirements and appointment to this position.*
- 8) *Note that the CEO Employment Matters Committee Charter and CEO Employment and Remuneration Policy will be reported to Council at its September 2022 meeting.*

At its meeting held on 15 December 2021, Council resolved:

“That Council:

- (1) Note that the draft CEO Employment and Remuneration Policy was considered by the CEO Employment Matters Committee at its meeting on 8 December 2021 and is recommended to Council for adoption by the Committee.*
- (2) Adopt the CEO Employment and Remuneration Policy in **Appendix A** to come into effect on 31 December 2021 in accordance with the Local Government Act 2020, with the following change:*
 - a. Page 1. Under ‘Definitions and Abbreviations’ in the Independent Chair’ section insert after ‘Committee and’ the following words “in collaboration with the Committee”*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

The CEO Employment Matters Committee was first established by Council in April 2017. Since this time the *Local Government Act 2020* has been introduced and further strengthened consistency in governance arrangements surrounding the employment and remuneration for the Chief Executive Officer (CEO).

In 2023, the CEO Employment Matters Committee Charter had its first substantial review since it was first established in 2017. The CEO Employment and Remuneration Policy was established in 2021, and reviewed in March 2023.

There are only minor changes to the Charter and Policy as part of the 2025 review, which are detailed below:

CEO Employment Matters Committee Charter

- Formatting and duplication of information covered in the policy
- Updated titles of key personnel

- The removal of the right of the Independent Chair to vote on recommendations before the Committee.

CEO Employment and Remuneration Policy

- Removal of a sentence in the 'Scope' section which is duplicated in the 'Purpose' section of the policy.
- Inclusion of additional and updated definitions and abbreviations.
- Updated titles of key personnel.
- Reference to the new Model Councillor Code of Conduct introduced as part of the recent Local Government Act reforms.
- Providing greater flexibility to Council (on recommendation of the Committee) to decide whether an Independent Recruitment Consultant is required, depending on the circumstances. The existing policy requires the services of an external recruitment consultant in all circumstances.
- Clarification regarding the information the Committee may use to develop the CEO's remuneration package.
- Formatting and structure of content in the policy.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The CEO Employment and Remuneration Policy includes decision making by Council with regard to CEO Credit Card transactions and request for reimbursement by the CEO. The Policy incorporates best practice process that all Credit Card transactions and Reimbursements be approved by Council twice annually.

Consultation

Councillors were presented with the suggested changes at the meeting of the CEO Employment Matters Committee on 21 January 2025.

Affected persons rights and interests

Before making a decision that affects a person's rights, Council must identify whose rights may be directly affected and provide an opportunity for that person (or persons) to convey those views regarding the effect on their rights and consider those views.

The CEO has been consulted on the proposed changes to the Charter and the Policy.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

There are no factors in this report which impact upon environmental sustainability.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

There are no factors in this report which impact on equity, inclusion and wellbeing and inclusion.

Economic Development and Cultural Considerations

There are no factors in this report which impact upon cultural considerations or economic development.

Operational Impacts

The proposed changes will have minimal impact on existing operations.

Legal and Risk Implications

The *Local Government Act 2020* outlines the requirements for managing the employment of the Chief Executive Officer and requires that Council have a CEO Employment and Remuneration Policy.

The revised CEO Employment Matters Charter (**Appendix A**) and the revised CEO Employment and Remuneration Policy (**Appendix C**) were reviewed by Maddocks Lawyers to align to best practice through the review process.





IMPLEMENTATION ACTIONS

Upon adoption, the revised Charter and Policy will guide the CEO recruitment process.

RELATED DOCUMENTS

- *Local Government Act 2020*
- CEO Employment and Remuneration Policy
- CEO Employment Matters Committee
- Recruitment and Selection Policy

ATTACHMENTS

- Appendix A - Draft CEO Employment Matters Committee Charter - Marked Up Copy (**Appendix A**) [↓](#) 
- APPENDIX B - DRAFT CEO Employment Matters Committee Charter - clean copy (**Appendix B**) [↓](#) 
- APPENDIX C - DRAFT CEO Employment and Remuneration Policy - Marked up changes (**Appendix C**) [↓](#) 
- APPENDIX D - DRAFT CEO Employment and Remuneration Policy - Clean copy (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



CEO Employment Matters Committee Charter

Purpose	The CEO Employment Matters Committee (Committee) is an Advisory Committee appointed to assist Council in fulfilling its responsibilities relating to CEO Employment and Remuneration in accordance with the Council's CEO Employment and Remuneration Policy (Policy), and the requirements of Section 45 of the <i>Local Government Act 2020</i> (The Act).
Authority	<p>The Committee has the responsibility for assisting Council with the management of CEO Employment matters by recommending and advising Council on matters specified in the CEO Employment and Remuneration Policy, including:</p> <ul style="list-style-type: none"> • Recruitment • Contract of employment between Council and the CEO. • Remuneration • Setting annual performance objectives and measures through the CEO Performance Plan. • Managing performance and performance reviews against the CEO Performance Plan and contractual requirements. • Recommending professional development opportunities for the CEO. • Health, Safety and Wellbeing and • Other terms and conditions of employment, including any requirements prescribed in the Act or relevant Regulations made under it.
Composition	<p>The Committee will be constituted as follows:</p> <ul style="list-style-type: none"> • when there is a vacancy in the position of CEO and the Committee is advising Council on the recruitment and appointment process, an Independent Chair and all Councillors; and • at all other times, an Independent Chair, the Mayor, the Deputy Mayor and 3 Councillors appointed by Council. <ul style="list-style-type: none"> • A quorum requires the Independent Chair to be present (in person or remotely). • A quorum of four members will be necessary to transact business of the Committee.
Role of the Independent Chair	The Independent Chair will fulfil the responsibilities outlined in the Policy, including:

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- scheduling Committee meetings, preparation of Committee meeting agendas and preparation of Committee minutes;
 - chairing meetings of the Committee to ensure orderly, professional and focused consideration of matters before the Committee;
 - providing independent professional advice on matters relating to the employment and remuneration of the CEO;
 - Leading, guiding and documenting the annual CEO Performance Plan;
 - facilitating the annual and mid-term review of the CEO performance against the CEO Performance Plan, including the scheduling of meetings, developing the meeting agenda, ensuring the self-assessment is completed by the CEO and circulated, ensuring a Councillor survey is conducted, facilitating a collective assessment with all Councillors and preparing a Committee report to support the Committee's recommendation to Council;
 - liaising with the CEO on the completion of the self-assessment as part of the mid-term review of the CEO performance against the Performance Plan and arranging for delivery to Committee members;
 - directing the mid-term review of the CEO performance against the Performance Plan and assisting the Committee to reach a united view on its outcome;
 - maintaining a record of all meetings of the Committee, preparing the Performance Plan and draft report to Council for a decision on the mid-term review;
 - performing other functions as required in supporting the CEO's performance reviews and performance development, providing advice on appropriate development opportunities for the CEO;
 - providing independent advice on the CEO's Total Remuneration Package and remuneration reviews;
 - ensuring that the Committee adheres to the principles of the Policy, and any other relevant Council policy; and
 - advising of any conflict of interest and ensuring the Committee is provided opportunity to declare conflicts at every meeting;
- The Independent Chair is entitled to vote on recommendations put before the Committee. There is no casting vote.

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Selection of the Independent Chair

The Independent Chair is required to have significant human resources management expertise relevant to the local government sector in order to provide advice to the Committee and Council, in addition to the necessary skills and experience to fulfil the responsibilities of the position.

Council will appoint a natural person as the Independent Chair through a merit-based recruitment process that also seeks value of connection to the Darebin community. The Independent Chair cannot be a Councillor or member of Council staff and must be able to demonstrate independence to fulfil all duties associated with the work of the Committee.

The Manager People & Culture The Chief People Officer will manage recruitment of the Independent Chair in accordance with Council's requirements, making a recommendation to Council on the appointment or extension of the Independent Chair in consultation with Councillors.

The Independent Chair is to be appointed for a three-year term with an option for a further three-year term by mutual agreement with Council.

• The Independent Chair is required to have significant HR expertise relevant to the local government sector in order to provide advice to the Committee and Council, in addition to the necessary skills and experience to fulfil the responsibilities of the position.

• Council will appoint a natural person as the Independent Chair through a merit based recruitment process that also seeks value of connection to the Darebin community. The independent chairperson cannot be a Councillor or member of Council staff and must be able to demonstrate independence to fulfil all duties associated with the work of the Committee.

• The Manager People and Culture will manage recruitment for the Independent Chair in accordance with Council's requirements, making a recommendation to Council on the appointment or extension of the Independent Chair in consultation with Councillors.

• The independent chair is to be appointed for a three year term with an option for a further three year term by mutual agreement with Council.

• The Independent Chair will fulfil the responsibilities outlined in the CEO Employment and Remuneration Policy, including:

• Scheduling of Committee meetings, preparation of Committee meeting agendas and preparation of Committee minutes

• Chairing meetings of the Committee to ensure orderly, professional and focused consideration of matters before the Committee

• Providing independent professional advice on matters relating to the employment and remuneration of the CEO

• Leading, guiding and documenting the annual CEO Performance Plan.

• Facilitating the annual and mid term review of the CEO performance against the CEO Performance Plan including the scheduling of meetings, developing the meeting agenda, ensuring the self assessment is completed by the CEO and circulated, ensuring a Councillor survey is conducted, facilitating a collective assessment with all Councillors

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	<p>and preparing a Committee report to support the Committee's recommendation to Council.</p> <ul style="list-style-type: none"> • Liaising with the CEO on the completion of the self-assessment as part of the mid term review of the CEO performance against the Performance Plan and arranging for delivery to Committee members. • Directing the mid term review of the CEO performance against the Performance Plan and assisting the Committee to reach a united view on its outcome. • Maintaining a record of all meetings of the Committee, preparing the Performance Plan and draft report to Council for a decision on the mid term review. • Performing other functions as required in supporting the CEO's performance reviews and performance development, providing advice on appropriate development opportunities for the CEO. • Providing independent advice on the CEO's Total Remuneration Package and remuneration reviews • Ensuring that the Committee adheres to the principles of the Policy, and any other relevant Council policy • Advising of any conflict of interest and ensuring the Committee are provided opportunity to declare conflicts at every meeting. • The Independent Chair is entitled to vote on recommendations put before the Committee. There is no casting vote. • The Independent Chair is entitled to be remunerated in accordance with their contract between Council and the Independent Chair.
<p>Meetings</p>	<p>The Committee will meet twice yearly with authority to convene additional meetings, as the circumstances require.</p> <p>The notice for a Committee meeting to be held will be extended to Councillors not appointed to the Committee.</p> <p>Councillors not appointed to the Committee are welcome to attend Committee meetings as observers at any time.</p> <p><u>Agenda</u></p> <ul style="list-style-type: none"> • Agenda items can be submitted by Members for consideration for inclusion by the Independent Chair. • The structure of the Committee Agenda and documents will be determined by the Independent Chair. • Meeting agendas will be prepared and provided at least seventy-two (72) hours in advance to mMembers, along with appropriate briefing materials. • The Committee Agenda will be made available to all Councillors. <p><u>Quorum</u></p> <ul style="list-style-type: none"> • A quorum of the Independent Chair and at least four other members will be necessary to transact the business of the eCommittee. • If a quorum is not present within 20 minutes of the time appointed for the commencement of the meeting, the meeting shall lapse.

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	<ul style="list-style-type: none"> If a quorum fails after the commencement of the meeting, the meeting shall lapse. Business that is unfinished at the completion of a meeting may at the discretion of the Independent Chair be referred to the next meeting of the Committee. <p><u>Voting</u></p> <p>The Independent Chair is entitled to vote on recommendations put before the Committee but does not have the ability to exercise a casting vote.</p> <ul style="list-style-type: none"> Should the Committee vote result in a tied vote, it is incumbent on the Committee to hold successive votes on recommendations to establish a majority vote. <p><u>Minutes</u></p> <ul style="list-style-type: none"> The Independent Chair will prepare the minutes for each Committee meeting. Minutes will be prepared and distributed to the CEO Employment and Remuneration Committee within seven (7) working days of the meeting. The minutes shall be in a standard format, including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and recommendations/solutions of the Committee. Minutes of each meeting will be presented at the next Council meeting in accordance with the Council's Governance Rules.
Attendance at Meetings	<p>A Member who misses two consecutive Committee meetings without a formal apology may, at the discretion of Council, have their term revoked.</p> <p>A Member who is unable to attend the majority of Committee meetings during the year without a formal apology may, at the discretion of Council, have their term of office revoked.</p>
Conflict of Interest	<p>If a Member has a conflict of interest relating to any item on a Committee Meeting/Meeting Agenda, the Member must verbally disclose the type and nature of the interest immediately before consideration of the matter in question, in accordance with Council's Governance Rules.</p>
Confidentiality	<p>All Committee meetings and records are considered confidential.</p>

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<p>Health, safety and wellbeing Responsibilities and responsibilities</p>	<p>The Committee has the following functions and responsibilities:</p> <p>Recruitment and Contract commencement</p> <p>The Committee should undertake the recruitment process* adopted for the CEO and any person to act as the CEO. The Committee must make recommendations to Council on contractual matters of the:</p> <ul style="list-style-type: none"> • CEO; and • Person to act as CEO. <p>This includes making recommendations on:</p> <ul style="list-style-type: none"> • Appointment; and • Remuneration and other conditions of employment. <p><i>*It is open to Council to contract an executive recruiter to assist. If so, the Committee should oversee the appointment of that person or organisation and subsequent steps in the recruitment process.</i></p> <p>Annual Review</p> <p>The Committee must conduct a performance review of the CEO and make recommendations to Council on matters including:</p> <ul style="list-style-type: none"> • Whether the CEO meets the performance criteria in the contract; • Implement incremental remuneration increases; and • Vary performance criteria, remuneration, or other terms of conditions of the contract. <p>Note: A performance criteria for a person acting as the CEO is optional. If included in a contract, this should be reviewed by the Committee.</p> <p>Contract Expiry</p> <p>The Committee must make recommendations on whether:</p> <ul style="list-style-type: none"> • The CEO should be reappointed under a new contract of employment (this should occur within 6 months prior to the expiry of the CEO's current contract. • If the recommendation is to reappoint the CEO, the proposed provisions of the further contract of employment • Early termination of the CEO's employment and appointment is warranted, in accordance with the termination provisions of the CEO's contract of employment. <p>Health, Safety and Wellbeing</p> <p>The Committee will support the Council's oversight on of its the OHS occupational health and safety obligations to the CEO as an employee and provide a reporting pathway for matters that may be necessary to escalate beyond the Mayor due to their nature or the which are otherwise unable inability to be resolved.</p> <p>The Committee will be able to receive a confidential report from the CEO detailing any significant incident that compromises the CEO's their health, safety or wellbeing, in accordance with the Councillor OHS Policy and the Employee OHS Policy applicable policies.</p> <p>On receiving such a report, The the Committee will considerconsider:</p>
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Fees	<p>Council will pay the Independent Chair a set fee, as specified in the contract between Council and the Independent Chair. The amount of the fee will be determined having regard to the specific roles and responsibilities the Independent Chair will undertake.</p> <p><i>Note: The year to year date is based on the anniversary engagement date of the independent chairperson.</i></p>
Support	<p>To facilitate the operation of the Committee, the Manager People & Culture Chief People Officer has responsibility to provide:</p> <ul style="list-style-type: none"> Information information and any necessary training for members in relation to their responsibilities under the Act; Officer officer advice in respect of matters before the Committee, information and administrative assistance in respect to matters before the Committee, on request; and Secretariat secretariat and logistical support functions to the Committee.
Records	<p>All records pertaining to the Committee's function shall be kept by the Manager People and Culture Chief People Officer on the CEO's personnel file.</p> <p>The records may generally be accessed by the Independent Chair, the Mayor and the CEO (current incumbent only), but requests to access the records must be assessed by the Manager People & Culture Chief People Officer on a case by case basis.</p>
Key Meeting and Reporting Requirements	<ul style="list-style-type: none"> Mid-term Performance Review (CEO & Committee). Full Year Performance Review (CEO & Committee). Submission of the Committee's Annual Review report to the Council - to occur within 3 months following the end of the financial year.

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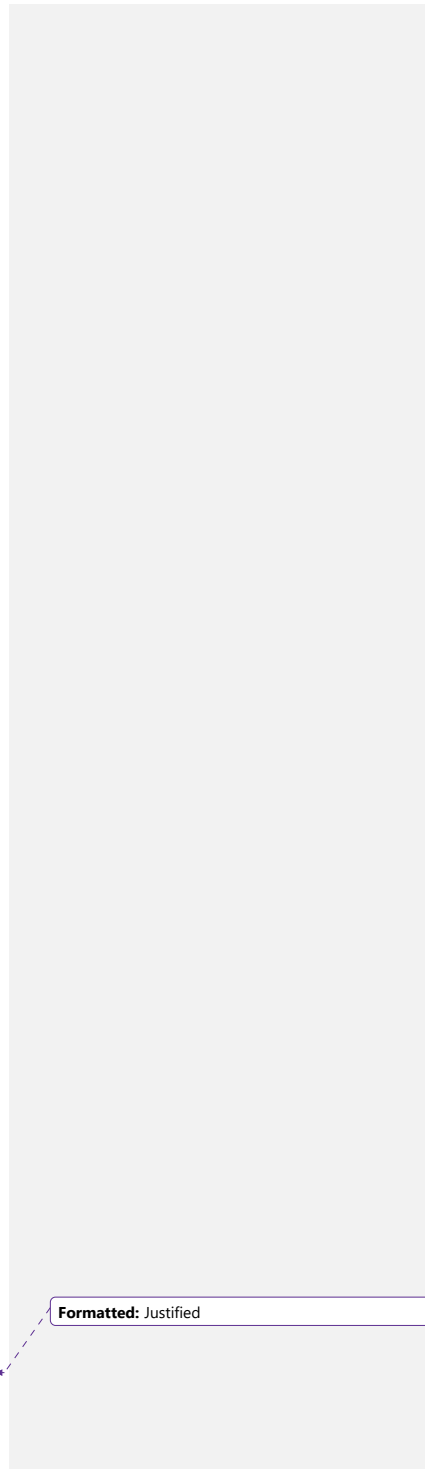
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CEO Employment Matters Committee Charter

Purpose	The CEO Employment Matters Committee (Committee) is an Advisory Committee appointed to assist Council in fulfilling its responsibilities relating to CEO Employment and Remuneration in accordance with Council's CEO Employment and Remuneration Policy (Policy) and the requirements of Section 45 of the <i>Local Government Act 2020</i> (Act).
Authority	The Committee has responsibility for assisting Council with the management of CEO employment matters by recommending and advising Council on matters specified in the Policy, including: <ul style="list-style-type: none"> • recruitment; • the Contract of Employment between Council and the CEO; • remuneration; • setting annual performance objectives and measures through the CEO Performance Plan; • managing performance and performance reviews against the CEO Performance Plan and contractual requirements; • recommending professional development opportunities for the CEO; • health, safety and wellbeing; and • other terms and conditions of employment, including any requirements prescribed in the Act or relevant Regulations made under it.
Composition	The Committee will be constituted as follows: <ul style="list-style-type: none"> • when there is a vacancy in the position of CEO and the Committee is advising Council on the recruitment and appointment process, an Independent Chair and all Councillors; and • at all other times, an Independent Chair, the Mayor, the Deputy Mayor and 3 Councillors appointed by Council.
Role of the Independent Chair	The Independent Chair will fulfil the responsibilities outlined in the Policy, including: <ul style="list-style-type: none"> • scheduling Committee meetings, preparation of Committee meeting agendas and preparation of Committee minutes; • chairing meetings of the Committee to ensure orderly, professional and focused consideration of matters before the Committee; • providing independent professional advice on matters relating to the employment and remuneration of the CEO;

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	<ul style="list-style-type: none"> • leading, guiding and documenting the annual CEO Performance Plan; • facilitating the annual and mid-term review of the CEO performance against the CEO Performance Plan, including the scheduling of meetings, developing the meeting agenda, ensuring the self-assessment is completed by the CEO and circulated, ensuring a Councillor survey is conducted, facilitating a collective assessment with all Councillors and preparing a Committee report to support the Committee’s recommendation to Council; • liaising with the CEO on the completion of the self-assessment as part of the mid-term review of the CEO performance against the Performance Plan and arranging for delivery to Committee members; • directing the mid-term review of the CEO performance against the Performance Plan and assisting the Committee to reach a united view on its outcome; • maintaining a record of all meetings of the Committee, preparing the Performance Plan and draft report to Council for a decision on the mid-term review; • performing other functions as required in supporting the CEO’s performance reviews and performance development, providing advice on appropriate development opportunities for the CEO; • providing independent advice on the CEO’s Total Remuneration Package and remuneration reviews; • ensuring that the Committee adheres to the principles of the Policy, and any other relevant Council policy; and • advising of any conflict of interest and ensuring the Committee is provided opportunity to declare conflicts at every meeting.
<p>Selection of the Independent Chair</p>	<p>The Independent Chair is required to have significant human resources management expertise relevant to the local government sector in order to provide advice to the Committee and Council, in addition to the necessary skills and experience to fulfil the responsibilities of the position.</p> <p>Council will appoint a natural person as the Independent Chair through a merit-based recruitment process that also seeks value of connection to the Darebin community. The Independent Chair cannot be a Councillor or member of Council staff and must be able to demonstrate independence to fulfil all duties associated with the work of the Committee.</p> <p>The Chief People Officer will manage recruitment of the Independent Chair in accordance with Council’s requirements, making a recommendation to Council on the appointment or extension of the Independent Chair in consultation with Councillors.</p> <p>The Independent Chair is to be appointed for a three-year term with an option for a further three-year term by mutual agreement with Council.</p> <p>The Independent Chair is entitled to be remunerated in accordance with their contract between Council and the Independent Chair.</p>
<p>Meetings</p>	<p>The Committee will meet twice yearly with authority to convene additional meetings, as the circumstances require.</p>

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	<p>The notice for a Committee meeting to be held will be extended to Councillors not appointed to the Committee.</p> <p>Councillors not appointed to the Committee are welcome to attend Committee meetings as observers at any time.</p> <p><u>Agenda</u></p> <ul style="list-style-type: none"> • Agenda items can be submitted by Members for consideration for inclusion by the Independent Chair. • The structure of the Committee Agenda and documents will be determined by the Independent Chair. • Meeting agendas will be prepared and provided at least 72 hours in advance to Members, along with appropriate briefing materials. • The Committee Agenda will be made available to all Councillors. <p><u>Quorum</u></p> <ul style="list-style-type: none"> • A quorum of the Independent Chair and at least four other members will be necessary to transact the business of the Committee. • If a quorum is not present within 20 minutes of the time appointed for the commencement of the meeting, the meeting shall lapse. • If a quorum fails after the commencement of the meeting, the meeting shall lapse. • Business that is unfinished at the completion of a meeting may at the discretion of the Independent Chair be referred to the next meeting of the Committee. <p><u>Voting</u></p> <ul style="list-style-type: none"> • Should the Committee vote result in a tied vote, it is incumbent on the Committee to hold successive votes on recommendations to establish a majority vote. <p><u>Minutes</u></p> <ul style="list-style-type: none"> • The Independent Chair will prepare the minutes for each Committee meeting. • Minutes will be prepared and distributed to the CEO Employment and Remuneration Committee within seven (7) working days of the meeting. • The minutes shall be in a standard format, including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and recommendations of the Committee. • Minutes of each meeting will be presented at the next Council meeting in accordance with Council's Governance Rules.
<p>Attendance at Meetings</p>	<p>A Member who misses two consecutive Committee meetings without a formal apology may, at the discretion of Council, have their term revoked.</p> <p>A Member who is unable to attend the majority of Committee meetings during the year without a formal apology may, at the discretion of Council, have their term of office revoked.</p>
<p>Conflict of Interest</p>	<p>If a Member has a conflict of interest relating to any item on a Committee meeting agenda, the Member must verbally disclose the type and nature of the interest</p>

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	immediately before consideration of the matter in question, in accordance with Council's Governance Rules.
Confidentiality	All Committee meetings and records are considered confidential.
Health, safety and wellbeing responsibilities	<p>The Committee will support Council's oversight of its occupational health and safety obligations to the CEO as an employee and provide a reporting pathway for matters that may be necessary to escalate beyond the Mayor due to their nature or which are otherwise unable to be resolved.</p> <p>The Committee will be able to receive a confidential report from the CEO detailing any significant incident that compromises their health, safety or wellbeing, in accordance with applicable policies.</p> <p>On receiving such a report, the Committee will consider:</p> <ul style="list-style-type: none"> • any action required to support the CEO; • any action required to mitigate relevant risks, including WorkCover risks, to Council; and • any formal reporting to Council on the matter to consider escalation, which could include the lodging of a formal complaint under the Model Councillor Code of Conduct.
Fees	<p>Council will pay the Independent Chair a set fee, as specified in the contract between Council and the Independent Chair. The amount of the fee will be determined having regard to the specific roles and responsibilities the Independent Chair will undertake.</p> <p><i>Note: The year to year date is based on the anniversary engagement date of the independent chairperson.</i></p>
Support	<p>To facilitate the operation of the Committee, the Chief People Officer has responsibility to provide:</p> <ul style="list-style-type: none"> • information and any necessary training for Members in relation to their responsibilities under the Act; • information and administrative assistance in respect to matters before the Committee, on request; and • secretariat and logistical support to the Committee.
Records	<p>All records pertaining to the Committee's function shall be kept by the Chief People Officer on the CEO's personnel file.</p> <p>The records may generally be accessed by the Independent Chair, the Mayor and the CEO (current incumbent only), but requests to access the records must be assessed by the Chief People Officer on a case by case basis.</p>
Key Meeting and Reporting Requirements	<ul style="list-style-type: none"> • Mid-term Performance Review (CEO & Committee). • Full Year Performance Review (CEO & Committee). • Submission of the Committee's Annual Review report to the Council - to occur within 3 months following the end of the financial year.

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CEO Employment and Remuneration Policy

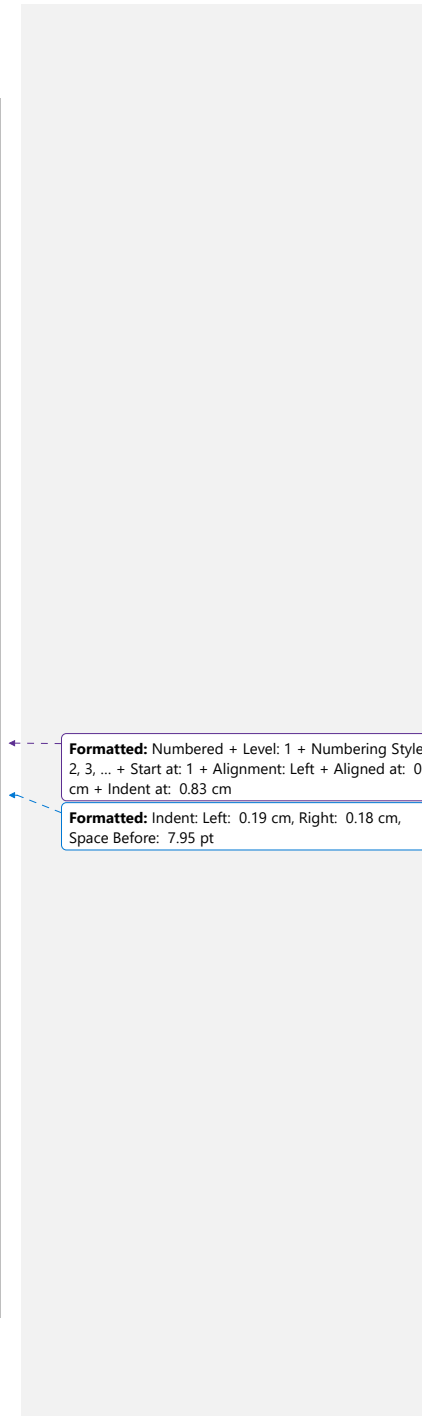
<p>1. Purpose</p>	<p>This policy <u>Policy</u> sets out the way in which Council will manage the recruitment and appointment of its Chief Executive Officer <u>CEO</u> and provides <u>establishes</u> a fair, transparent and consistent framework in <u>for</u> all matters relating to employment, performance planning and management, professional development and remuneration of the CEO in accordance with the requirements of Section 45 of the <u>Local Government Act 2020 (The Act)</u>.</p> <p>This policy must have regard to the State Government's wages policy and any recent or relevant Victorian Independent Remuneration Tribunal Determination.³</p> <p>2</p>
<p>2. Scope</p>	<p>The employment cycle of a <u>the</u> CEO is a core responsibility of the elected Council. This policy <u>Policy</u> outlines the mechanisms which will support the Council in fulfilling its obligations regarding CEO employment and remuneration.</p> <p>This policy sets out the framework and process for managing CEO employment matters, including employment, performance planning and management, professional development, remuneration and review.</p> <p>In the event of any inconsistency between this policy and the CEO's Contract of Employment, subject to the Act, the provisions of the Contract of Employment shall prevail to the extent of the inconsistency.</p>
<p>3. Definitions and Abbreviations</p>	<p><u>Act – Local Government Act 2020.</u></p> <p><u>Acting CEO – The person appointed by Council in accordance with this Policy and Section 44(4) of the Act to act in the position of CEO.</u></p> <p>Annual Review - An annual performance review is <u>The</u> formal discussion and evaluation of the progress of the CEO against the <u>CEO Performance Plan</u>, with an opportunity for Council and the CEO to discuss future goals, development opportunities and any problems being experienced.</p> <p>Annual Review Period – The annual review period of the CEO will run from 1 July to 30 June each year (or as otherwise agreed by Council and the CEO).</p> <p>Chief Executive Officer (CEO) - Person occupying the office of Chief Executive Officer of Council, and includes a person acting in that office.</p> <p>Committee – <u>The</u> CEO Employment Matters Committee, an <u>advisory</u> Committee to Council chaired by an Independent Chair appointed in accordance with the CEO Employment Matters Charter.</p> <p>Contract of Employment – The <u>the</u> contract of employment for <u>between</u> <u>Council and</u> the CEO</p> <p>Council - Darebin City Council.</p> <p>Councillors – Individuals <u>The individuals</u> holding the office of a member of <u>Darebin City</u> Council.</p> <p>CEO Performance Plan – The annual performance plan developed by the Committee in consultation with the CEO that sets out the KPI's for the CEO for the financial year, as adopted by Council.</p> <p>Executive Recruitment Consultant – an <u>An</u> independent consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.</p>

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	<p>Independent Chair – Suitably qualified and experienced HR professional, capable of providing independent professional advice to the Committee in relation to the matters of this policy, who is not a Councillor or member of staff. The Independent Chair fulfills the role of the 'independent advisor' in accordance with <u>The consultant independent HR professional appointed by Council from time to time to provide independent advice in accordance with Sections 45(2)(a) of the Act.</u></p> <p>KPIs – Key Performance Indicators or performance criteria however described.</p> <p>OHS Act – Occupational Health and Safety Act 2004</p> <p>Performance Plan – The annual performance plan developed by the Committee in consultation with the CEO setting out KPIs for the CEO, as adopted by Council.</p> <p>Policy – this <u>This</u> CEO Employment and Remuneration Policy is <u>is</u> adopted in accordance with s <u>Section</u> 45 of the Act.</p> <p>Public Sector Wages Determination – Any Determination that is currently in effect under Section 21 of the <u>Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019</u> in relation to remuneration bands for executives employed in public service bodies.</p> <p>Regulations means the Regulations, if any, made under Division 7 of Part 2 of the Act.</p> <p>Remuneration Package – The total gross remuneration package paid to the CEO pursuant to the Contract of Employment.</p> <p>Resolution – A Resolution of Council made at a properly constituted Council meeting.</p> <p>Vacancy – Vacancy of the office of the CEO is vacant <u>arising</u> as a result of resignation, retirement or <u>termination</u>, including the end of the term of appointment, or death of the incumbent.</p>
<p>4. Policy Statements</p>	<p>This Policy has been developed to support the requirements of the Act relating to CEO employment and remuneration.</p> <p><u>This</u> Policy has been developed in accordance with the requirements of <u>sections</u> 45 of the Act and provides guidance on <u>management of the CEO employment and remuneration of the CEO</u>, including:</p> <ul style="list-style-type: none"> ▪ Recruitment <u>the recruitment and appointment of a CEO;</u> ▪ the <u>Contract of employment</u> <u>Employment entered into between Council and the CEO;</u> ▪ r <u>Remuneration;</u> ▪ Setting annual <u>the monitoring of the CEO's performance objectives and measures through the CEO Performance Plan;</u> ▪ Managing performance and performance reviews against the CEO Performance Plan and contractual requirements <u>an annual review of the CEO's performance;</u> ▪ Recommending <u>recommending</u> professional development opportunities for the CEO; ▪ Health <u>health, Safety safety and Wellbeing</u> <u>wellbeing; and</u> ▪ Other <u>other</u> terms and conditions of employment, including any requirements prescribed in <u>by</u> the Act or Regulations. <p>Principles</p> <p>Council will carry out its functions relating to the selection, appointment,</p>



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	<p>remuneration and performance review of the CEO in accordance with the following principles:</p> <ul style="list-style-type: none"> • fairness, accessibility and consistency of decision-making processes are fair, accessible and applied consistently; • relevance, objectivity and availability of decision-making criteria are relevant, objective and available to the CEO; • documentation being is sufficiently clear and comprehensive to render decisions transparent and capable of effective review; • employment decisions are being based on the proper assessment of the CEO's work-related qualities, abilities and potential against the genuine requirements of the role; and • decisions to appoint a new CEO that are being based on competitive selection, transparent processes and objective criteria; and • Committee communication with the CEO will provide clear and honest role expectations and feedback.
<p>5. CEO Employment Matters Committee</p>	<p>Council will establish a CEO Employment Matters Committee (Committee). The Committee will be an advisory committee to Council. Its Terms of Reference are set out in the CEO Employment Matters Committee Charter. The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:</p> <ul style="list-style-type: none"> ▪ selection and appointment of the Independent Chair; ▪ independent advice received from time to time from the Independent Chair; ▪ performance monitoring of the CEO, including with respect to achievement of the KPIs; ▪ annual review of the CEO's performance, including against the KPIs; ▪ the CEO's remuneration; ▪ recruitment and appointment of a CEO, if required; ▪ provisions to be included in the Contract of Employment from time to time; ▪ appointment of an Acting CEO; and ▪ implementation of this Policy.
<p>6. Recruitment of CEO</p>	<p>The Committee will establish and manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a short list of preferred candidates. The Committee will determine, and make a recommendation to Council through a confidential report, as to:</p> <ul style="list-style-type: none"> ▪ whether there is a need to engage an Executive Recruitment Consultant to run the recruitment process; and, if so ▪ the Executive Recruitment Consultant to be appointed to run the recruitment process. <p>If an Executive Recruitment Consultant is appointed, their role will include:</p> <ul style="list-style-type: none"> ▪ taking a brief from Council on the role and the ideal candidate; ▪ preparing a detailed schedule outlining the recruitment process; ▪ developing an advertising strategy to attract suitable candidates; ▪ assisting Council to conduct interviews to determine a shortlist of candidates;

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	<ul style="list-style-type: none"> ▪ <u>arranging for any relevant psychometric testing;</u> ▪ <u>conducting reference checks on the preferred candidate;</u> ▪ <u>performing probity checks on the preferred candidate;</u> ▪ <u>working with the Manager People & CultureChief People Officer to issue the Contract of Employment for the new CEO; and</u> ▪ <u>working with the General Manager Governance and EngagementCustomer and Corporate and Manager People and Cultureand Chief People Officer to induct the new CEO.</u> <p><u>Council must resolve to execute the Contract of Employment.</u></p> <p><u>When considering the recruitment of the CEO, the Committee must:</u></p> <ul style="list-style-type: none"> ▪ <u>ensure that the recruitment decision is based on merit;</u> ▪ <u>support transparency in the recruitment process and the public advertising of the position; and</u> ▪ <u>ensure that regard is had to gender equity, diversity and inclusiveness.</u> <p><u>Appointment of an Executive Recruitment Consultant, appointment of an Acting CEO in excess of 28 days, and reappointment or appointment of a permanent CEO will be recommended to Council by the Committee through a confidential report and made by Resolution.</u></p> <p><u>Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (Sections 11(2)(d) and 11(3) of the Act).</u></p> <p><u>Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (Section 11(2)(e) of the Act).</u></p>
<p>7. <u>Appointment of CEO</u></p>	<p><u>Council will receive a report and recommendation from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.</u></p> <p><u>The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.</u></p> <p><u>The appointment of the CEO must be made by Resolution.</u></p>
<p>8. <u>Reappointment of CEO</u></p>	<p><u>No more than nine months and no less than six months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council, with regards to current legislation, on:</u></p> <ul style="list-style-type: none"> ▪ <u>whether the CEO should be reappointed under a new Contract of Employment;</u> ▪ <u>if the recommendation is to reappoint the CEO, the proposed terms of the further Contract of Employment; or</u> ▪ <u>whether the position of CEO should be publicly advertised.</u> <p><u>Where the Contract of Employment is for a term of 12 months or less, the period of months referred to above shall be no more than three months and no more less than two months.</u></p> <p><u>Any final decision on these matters must be made by Resolution.</u></p> <p><u>Any recommendations on these matters be made through a confidential report to Council with a recommendation outlining the recommended course of action.</u></p>
<p>9. <u>Mandatory Contract Terms of Employment</u></p>	<p><u>The Contract of Employment is to be read in conjunction with this Policy (but the terms of this Policy are not incorporated into the Contract of Employment).</u></p>

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	<p>The mandatory contractual terms and conditions for a substantive CEO appointment are Contract of Employment will, at a minimum, outline the following:</p> <ul style="list-style-type: none"> ▪ <u>A contract of employment is to be offered for a period of up to the employment term, which must not exceed five years in accordance with Section 44(2) of the Act;</u> ▪ <u>the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct for Council staff;</u> ▪ <u>how conflicts of interest will be managed;</u> ▪ <u>A that the CEO is eligible to be reappointed under a new contract of employment;</u> ▪ <u>The the CEO's total remuneration Remuneration package Package (TRP), and other entitlements; includes salary, superannuation, the cost of a motor vehicle to an employer and the cost of other employment benefits and associated fringe benefits tax, but excludes general business expenses such as laptop computers, mobile phones or study leave;</u> ▪ <u>Superannuation (and the TRP) will increase if the charge percentage increases under superannuation guarantee legislation, in accordance with the VIRT Guidance that employers should bear the cost of increases to superannuation liabilities and the recent VIRT determination); and</u> ▪ <u>legislative and contractual obligations, including those during and continuing after employment;</u> ▪ <u>the CEO's leave entitlements;</u> ▪ <u>processes for managing unsatisfactory performance;</u> ▪ <u>processes for early Termination termination, including notice of contract provisions — Council may terminate (or payment in lieu) provisions, with notice of termination by Council being restricted to a maximum a contract by providing the CEO with of three months' notice in writing or payment in lieu of part or all of the period of notice.; and</u> ▪ <u>any other matters required to be contained in the Contract of Employment by the Regulations.</u>
<p>10. Remuneration and expenses</p>	<p><u>The Remuneration Package provided to the CEO will form part of the Committee's annual review, having regard to (in accordance with Section 45(3) of the Act) having regard to matters including but not limited to:</u></p> <ul style="list-style-type: none"> ▪ <u>any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent); and</u> ▪ <u>any Public Sector Wages Determination; and</u> ▪ <u>any enterprise bargaining agreement in place between Council and its employees from time to time. ;</u> <p><u>Following the annual formal performance review of the CEO, the Independent Chair will support the Committee to review the CEO's remuneration.</u></p> <p><u>The Committee will make a recommendation to Council as to the Remuneration Package through a confidential report, which will then be approved by formal Resolution.</u></p> <p><u>Council will provide the CEO with a corporate credit card to use in transactions related to the role of CEO. All corporate card expenditure will be reviewed and approved by the Chief Financial Officer, in conjunction with the General Manager Governance & Engagement Customer and Corporate for payment purposes.</u></p> <p><u>The independent Audit & Risk Committee will receive bi-annual reports on all CEO corporate card transactions for oversight.</u></p>

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	<p>Council will also receive bi-annual reports on corporate card transactions and any claims for reimbursements. Credit card transactions not approved by Council will be reimbursed by the CEO to Council.</p> <p>Council will meet certain expenses incurred by the CEO as outlined in the Contract of Employment from time to time, which may include but are not limited to:</p> <ul style="list-style-type: none"> ▪ membership and subscription fees payable to professional associations which are necessary or desirable in connection with the performance of the CEO's duties; ▪ reasonable costs incurred by the CEO from attending conferences, seminars or undertaking professional development activities; and ▪ reasonable costs incurred otherwise in the general performance of duties.
<p>11. Mandatory Policy - Criteria Performance monitoring</p>	<p>Section 45(2, a) of the Act requires the policy to provide for the Council to obtain professional advice in relation to the matters dealt with in the Policy.</p> <p>At Darebin, the responsibility for assisting the Council with its obligations regarding CEO employment, performance and remuneration matters shall be delivered through the establishment of the Committee.</p> <p>Independent Professional Advice The Independent Chair is responsible for providing independent advice in relation to any matters dealt with in this Policy, including but not limited to, the Performance Plan, performance assessment and review, remuneration and recruitment of the CEO.</p> <p>Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed by the Committee in consultation with the CEO and confirmed by a Resolution.</p> <p>As part of the process for performance monitoring, performance principles will be developed by the Committee, in consultation with the CEO.</p> <p>The CEO is to provide progress reports against the Performance Plan to the Committee on a bi-annual basis.</p> <p>The Committee will meet with the CEO following each progress report to discuss the matters contained in the progress report and any feedback from Council.</p> <p>CEO Performance Review The Independent Chair is responsible for leading the CEO's annual review process with the Committee and facilitating the input from all Councillors to inform the Committee's assessment. The Independent Chair will support the Committee with assessing the CEO's performance against the Performance Plan and the development of new KPI's and objectives for the following performance year.</p> <p>Annual reviews will include the opportunity to provide the CEO with performance-related feedback in person and input into the CEO's Performance Plan. The CEO will also provide feedback on Council through a review process facilitated by the independent Chair.</p> <p>The performance review will be completed annually following the end of the financial year, with the performance year being from 1 July – 30 June (or as otherwise agreed between the Committee and the CEO).</p> <p>An informal mid-term performance review will be conducted within 6 months of the formal annual review each year thereafter, by the Committee led by the Independent Chair. The informal review will provide the CEO with feedback and the opportunity to adjust any of the objectives set in the Performance Plan, in consultation with the Committee.</p>

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Outcomes of the performance review and future performance plans and KPI's will be recommended by the Committee to Council through a confidential report and formal resolution.

Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on ongoing issues.

CEO Remuneration
Following the annual formal performance review of the CEO the Independent Chair will support the Committee to review the remuneration of the CEO.

In determining the CEO's Total Remuneration Package, on appointment and in subsequent reviews, the Council must have regard to:
Any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent)
Any Determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* relating to remuneration bands for executives employed in public service bodies

The Committee will make a recommendation to Council through a confidential report and formal resolution.

CEO Recruitment
On the recommendation of the Committee, Council will appoint an Executive Recruitment Consultant to manage the end to end process of CEO recruitment. This will include:
Taking a brief from the Council on the role and the ideal candidate;
Preparing a detailed schedule outlining the recruitment process;
Developing an advertising strategy to attract suitable candidates;
Assisting the Council to conduct interviews to determine a shortlist of candidates;
Conducting the relevant psychometrics to be applied to the recruitment
Conducting reference checks on the preferred candidate;
Performing probity checks on the preferred candidate;
Working with the Manager People & Culture to issue the contract of employment for the new CEO;
Working with the General Manager Governance and Engagement and Manager People and Culture to induct the new CEO.

Council must resolve to execute the contract of employment.

Appointment of an Executive Recruitment Consultant, appointment of an acting CEO in excess of 28 days, re-appointment or appointment of a substantive CEO will be recommended to Council by the Committee through a confidential report and formal resolution.

Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).

Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (Section 11(2)(e) of the Act).

A Council resolution is required for the appointment of the CEO, the reappointment of the current CEO or any variation to the contract of employment.

Contract Expiry
The Committee must make recommendations to Council no less than six and no more than nine months prior to the expiry of the CEO contract and with regards to current legislation to:

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	<p>reappoint the CEO; and/or advertise for recruitment the role of CEO.</p> <p>Where the contract of employment is for a term of 12 months or less, the period of months referred to above shall be no less than two and no more than three months.</p> <p>Such recommendations will be made through a confidential report to Council with a resolution outlining the recommended course of action.</p>
<p>12. Annual review</p>	<p><u>The Independent Chair is responsible for leading the CEO's annual review process with the Committee and facilitating the input from all Councillors to inform the Committee's assessment. The Independent Chair will support the Committee with assessing the CEO's performance against the Performance Plan and the development of new KPIs and objectives (if any) for the following performance year.</u></p> <p><u>Annual reviews will include the opportunity to provide the CEO with performance-related feedback in person and input into the CEO's Performance Plan. The CEO will also provide feedback on Council through a review process facilitated by the Independent Chair.</u></p> <p><u>The performance review will be completed annually following the end of the financial year, with the performance year being from 1 July to the next 30 June (or as otherwise agreed between Council and the CEO).</u></p> <p><u>The Committee, led by the Independent Chair, will conduct an informal mid-term performance review within 6 months of the formal annual review each year thereafter. The informal review will provide the CEO with feedback and the opportunity to adjust any of the objectives set in the Performance Plan, in consultation with the Committee.</u></p> <p><u>Outcomes of the performance review, future performance plans and KPIs will be recommended by the Committee to Council through a confidential report and formal Resolution.</u></p> <p><u>Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.</u></p>

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<p>13. Acting CEO</p>	<p>Council must appoint an Acting CEO when there is an unplanned vacancy in the office of the CEO or the CEO is unable to perform their duties under the Contract of Employment for a period exceeding 28 days.</p> <p>The appointment of the Acting CEO must be made by a Resolution unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to Section 11(3) of the Act. Nothing in this Policy applies to the CEO's appointment of an Acting CEO under delegation.</p> <p>Where applicable, the Committee may advise Council on:</p> <ul style="list-style-type: none"> ▪ the selection and appointment of an Acting CEO, including whether it is appropriate to: <ul style="list-style-type: none"> ○ recruit an external candidate who is not currently employed by Council; or ○ appoint an internal candidate who is a current employee of Council; ▪ the terms of the Acting CEO's contract of employment (to the extent that the required terms of the Contract of Employment set out in this Policy are inappropriate for an Acting appointment); and ▪ performance monitoring and review processes, if applicable, which are to be determined by reference to the length of the Acting CEO's term of appointment.
<p>14. Independent professional advice</p>	<p>The Independent Chair is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with Section 45(2)(a) of the Act.</p> <p>The Independent Chair will be appointed on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Recruitment Consultant appointed by Council to assist in the recruitment process.</p> <p>Council will determine the:</p> <ul style="list-style-type: none"> ▪ term of appointment of the Independent Chair; and ▪ remuneration of the Independent Chair. <p>and ensure that it is a term of the Independent Chair's engagement that the Independent Chair keep confidential all information which the Independent Chair acquires by virtue of the engagement.</p> <p>Council or the Committee with the approval of a Resolution can, on an as needed basis, obtain additional independent advice in relation to the matters dealt with under this Policy.</p>
<p>15. Interaction with Act and Regulations</p>	<p>This Policy applies subject to any inconsistent obligations in the Act or Regulations.</p>
<p>16. Confidentiality</p>	<p>Council is not required to, and will not, disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs, unless otherwise required by law.</p>
<p>17. Delegations</p>	<p>Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, but may delegate to the CEO the power to appoint an Acting CEO or a period not exceeding 28 days (Sections 11(2)(d) and 11(3) of the Act).</p>

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18. Other Policy-
CriteriaMatters

CEO Expenses

The Chief Executive Officer will be provided with a Corporate Card to use. Corporate card expenditure will be reviewed and approved by the Chief Financial Officer, in conjunction with the General Manager Governance & Engagement for payment purposes. The independent Audit & Risk Committee will receive twice annual reporting on all CEO corporate card transactions for oversight.

Council will receive a report on credit card transactions and any claim for reimbursements for approval twice annually. Credit card transactions not approved by Council will be reimbursed by the CEO to Council.

Council will meet expenses incurred by the CEO including:

- Membership and subscription fees payable to professional associations which are necessary or desirable in performance of duties;
- Reasonable costs incurred where attending conferences, seminars or undertaking professional development activities; and
- Reasonable costs incurred in performance of duties.

Integrity of the Processes

All information relating to the recruitment, selection and review processes in this Policy must be kept confidential. Councillors, the Independent Chair and advisors, and staff involved in the recruitment and selection processes will be required to declare any conflicts of interest to Council, and take all reasonable steps to maintain confidentiality and respect the privacy of all persons involved.

Any failure to keep information relating to recruitment, selection or review processes may constitute a breach of the Act, the Councillor Code of Conduct and/or the Employee Code of Conduct.

Reporting

Disclosure of the CEO's Total Remuneration Package will only be by way of information included in Council's Annual Report and subject to and in accordance with any other legislative requirements including the pay secrecy provisions in the Fair Work Act 2009 (Cath).

Health, Safety and Wellbeing Obligations

Councillors have an obligation to manage the employment of the CEO and any interactions with the CEO with consideration of the Model Councillor Code of Conduct and any relevant Council policies adopted Councillor OHS Policy, which includes matters such as, (but is not limited to):

- adhere to their duty of care under the OHS Act to ensure, so far as is reasonable practicable, the health and safety of the CEO (including psychological safety);
- refrain from behaving in a manner that exposes employees to psychological risk, physical risk or any other risk which could compromise the health and safety of employees, including the CEO, and
- participation where required in the resolution of safety issues or complaints relating to OHS issues.

Council will provide The CEO will be provided with confidential support and assistance through matters relating to health, safety and wellbeing.

The CEO has the ability to report OHS incidents of health, safety and wellbeing concerns to the Mayor in the first instance or otherwise to the CEO Employment Matters Committee.

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<p>19. Responsibilities</p>	<p>How is Council responsible for the success of the this Policy?</p> <p>The Council is responsible for the success of the this Policy by:</p> <ul style="list-style-type: none"> ▪ The recruitment, appointment, reappointment and management/managing of the CEO, including an Acting CEO, where required; ▪ Appointing appointing the members of the Committee – including the Mayor, Deputy Mayor and some or all of the Councillors; ▪ Appointing appointing the Independent member(s) of the Committee and the Independent Chair; ▪ Appointing appointing independent consultants when required; ▪ Adopting adopting, overseeing and monitoring the implementation of this Policy; and ▪ Undertaking undertaking a review of the Policy within six (6) months of each Council election and at such other intervals as Council determines. <p>Councillors must also have regard to the Model Councillor Code of Conduct (January 2024) in overseeing and administering this Policy, specifically:</p> <ul style="list-style-type: none"> - Section 3 Roles and Responsibilities - Section 4 Standards of Conduct - Section 5 Working Together. <p>How is the Audit & Risk Committee responsible for the success of this Policy?</p> <p>The Audit and Risk Committee is responsible for the success of the this Policy by:</p> <ul style="list-style-type: none"> ▪ Overseeing overseeing adherence to the Council's Credit Card Policy for expenses incurred by the CEO. <p>How is the Chief Executive Officer responsible for the success of this Policy?</p> <p>The Chief Executive Officer is responsible for the success of the this Policy by:</p> <ul style="list-style-type: none"> ▪ Providing providing support to the Committee in carrying out its functions, independent of influence to support the Committee in its functions. <p>How is the Manager People & Culture Chief People Officer responsible for the success of this Policy?</p> <p>The Manager People & Culture Chief People Officer is responsible for the success of the this Policy by:</p> <ul style="list-style-type: none"> ▪ Providing providing support to Council and the Committee which facilitates the reports and documentation required under this policy; ▪ Lead leading the relationship with the Committee Independent Chair; ▪ arranging Arrange legal advice as necessary and appropriate; ▪ Council Reporting/reporting on performance and contract reviews; and ▪ Support supporting the arrangements for professional development opportunities for the CEO. <p>How is the Committee responsible for the success of this Policy?</p>
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	<p>The Committee is responsible for the success of the<u>this</u> Policy by undertaking the responsibilities of the Committee as set out in this Policy, the Committee Charter and the Act.</p> <p>How is the Independent Chair responsible for the success of <u>this Policy</u>the policy?</p> <p>The Independent Chair is responsible for the success of this Policy by undertaking the responsibilities of the Independent Chair as set out in this Policy, the Committee Charter and the Act.</p>
20. Breach of Policy	Breaches of policies are treated seriously. Any concerns about non-compliance should be reported immediately to the owner of this policy <u>Policy</u> .
21. Consultation	The CEO will be consulted regarding any proposed changes to this Policy, providing an opportunity for the CEO to convey their views regarding the <u>any</u> effects on their rights. These views will be considered by the Committee and Council in recommendations and decisions made.

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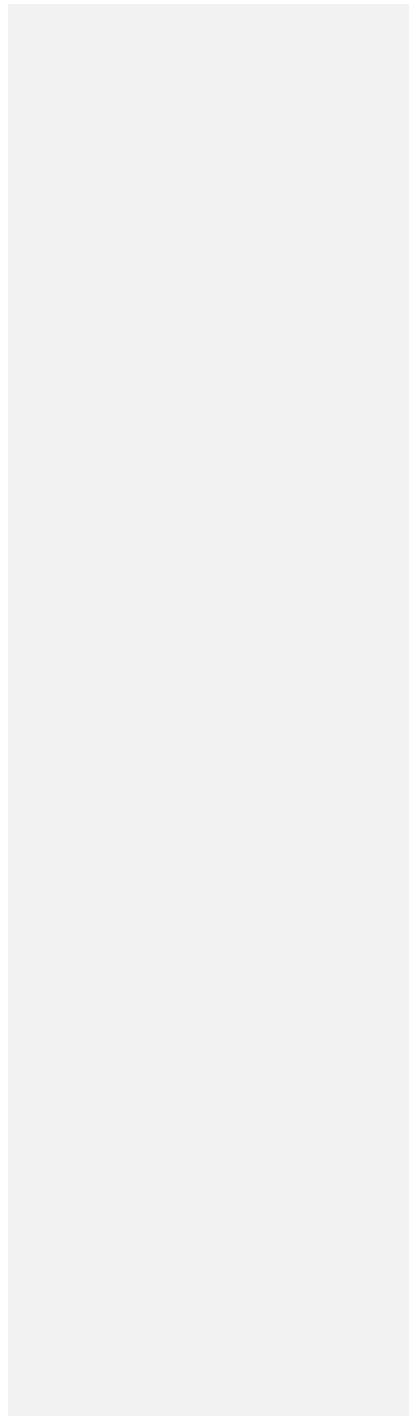
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GOVERNANCE

Parent Strategy/ Plan	Council Plan
Supporting Procedures and Guidelines	<p>This policy is enabled and supported by:</p> <ul style="list-style-type: none"> • Victorian Independent Remuneration Tribunal (VIRT) Determination • CEO Employment Matters Committee Charter • CEO Performance Agreement • <u>Model</u> Councillor Code of Conduct
Legislation/ Regulation	<p><i>Local Government Act 2020</i></p> <p>Local Government Planning and Reporting Regulations</p> <p>Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019</p>
Author	Chief People Officer
Policy Owner/ Sponsor	General Manager, Customer & Corporate
Date Effective	<u>26/02/2023</u> TBC
Review Date	December 2024; and this policy shall thereafter be reviewed, in consultation with the CEO Employment Matters Committee, after each election
Version Number	<p>2.0 adopted by Council on</p> <p>1.0 adopted by Council on 15 December 2021, with administrative changes made by Council on 28 February 2022 and 21 July 2022 and 5 February 2023.</p>
Document ID	A6341894
Content enquiries	Chief People Officer

¹Section 45(3)(a) of the Act requires Council to have regard to any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent). The current Victorian Government Wages Policy applies in the public sector from 1 January 2022. See: <https://www.vic.gov.au/moving-new-wages-policy-2022>

²Section 45(3)(b) of the Act requires Council to have regard to the published remuneration bands for executives employed in public service bodies. See: <https://www.vic.gov.au/tribunals-determination-vos-executive-remuneration-bands>



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CEO Employment and Remuneration Policy

<p>1. Purpose</p>	<p>This Policy sets out the way in which Council will manage the recruitment and appointment of its CEO and establishes a fair, transparent and consistent framework for all matters relating to employment, performance planning and management, professional development and remuneration of the CEO in accordance with the requirements of Section 45 of the Act.</p>
<p>2. Scope</p>	<p>The employment cycle of the CEO is a core responsibility of Council. This Policy outlines the mechanisms which will support Council in fulfilling its obligations regarding CEO employment and remuneration.</p> <p>In the event of any inconsistency between this policy and the CEO's Contract of Employment, subject to the Act, the provisions of the Contract of Employment shall prevail to the extent of the inconsistency.</p>
<p>3. Definitions and Abbreviations</p>	<p>Act – <i>Local Government Act 2020</i>.</p> <p>Acting CEO – The person appointed by Council in accordance with this Policy and Section 44(4) of the Act to act in the position of CEO.</p> <p>Annual Review - The formal discussion and evaluation of the progress of the CEO against the Performance Plan, with an opportunity for Council and the CEO to discuss future goals, development opportunities and any problems being experienced.</p> <p>Annual Review Period – The annual review period of the CEO will run from 1 July to 30 June each year (or as otherwise agreed by Council and the CEO).</p> <p>CEO - Person occupying the office of Chief Executive Officer of Council, and includes a person acting in that office.</p> <p>Committee – The CEO Employment Matters Committee, an Advisory Committee to Council chaired by an Independent Chair appointed in accordance with the CEO Employment Matters Charter.</p> <p>Contract of Employment – The contract of employment between Council and the CEO</p> <p>Council - Darebin City Council.</p> <p>Councillors - The individuals holding the office of a member of Council.</p> <p>Executive Recruitment Consultant – An independent consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.</p> <p>Independent Chair – The independent HR professional appointed by Council from time to time to provide independent advice in accordance with Section 45(2)(a) of the Act.</p> <p>KPIs – Key Performance Indicators or performance criteria however described.</p> <p>OHS Act – <i>Occupational Health and Safety Act 2004</i></p> <p>Performance Plan – The annual performance plan developed by the</p>

	<p>Committee in consultation with the CEO setting out KPIs for the CEO, as adopted by Council.</p> <p>Policy – This CEO Employment and Remuneration Policy is adopted in accordance with Section 45 of the Act.</p> <p>Public Sector Wages Determination – Any Determination that is currently in effect under Section 21 of the <i>Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019</i> in relation to remuneration bands for executives employed in public service bodies.</p> <p>Regulations means the Regulations, if any, made under Division 7 of Part 2 of the Act.</p> <p>Remuneration Package – The total gross remuneration package paid to the CEO pursuant to the Contract of Employment.</p> <p>Resolution – A Resolution of Council made at a properly constituted Council meeting.</p> <p>Vacancy – Vacancy of the office of the CEO arising as a result of resignation, retirement or termination, including the end of the term of appointment or death of the incumbent.</p>
<p>4. Policy Statements</p>	<p>This Policy has been developed in accordance with the requirements of s 45 of the Act and provides guidance on the employment and remuneration of the CEO, including:</p> <ul style="list-style-type: none"> ▪ the recruitment and appointment of a CEO; ▪ the Contract of Employment entered into between Council and the CEO; ▪ remuneration; ▪ the monitoring of the CEO’s performance; ▪ an annual review of the CEO’s performance; ▪ recommending professional development opportunities for the CEO; ▪ health, safety and wellbeing; and ▪ other terms and conditions of employment, including any requirements prescribed by the Act or Regulations. <p>Principles</p> <p>Council will carry out its functions relating to the selection, appointment, remuneration and performance review of the CEO in accordance with the following principles:</p> <ul style="list-style-type: none"> ▪ fairness, accessibility and consistency of decision-making processes ; ▪ relevance, objectivity and availability of decision-making criteria; ▪ documentation being sufficiently clear and comprehensive to render decisions transparent and capable of effective review; ▪ employment decisions being based on the proper assessment of the CEO’s work-related qualities, abilities and potential against the genuine requirements of the role; ▪ decisions to appoint a new CEO being based on competitive selection, transparent processes and objective criteria; and ▪ Committee communication with the CEO providing clear and honest role expectations and feedback.

<p>5. CEO Employment Matters Committee</p>	<p>Council will establish a CEO Employment Matters Committee (Committee). The Committee will be an advisory committee to Council. Its Terms of Reference are set out in the CEO Employment Matters Committee Charter.</p> <p>The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:</p> <ul style="list-style-type: none"> ▪ selection and appointment of the Independent Chair; ▪ independent advice received from time to time from the Independent Chair; ▪ performance monitoring of the CEO, including with respect to achievement of the KPIs; ▪ annual review of the CEO’s performance, including against the KPIs; ▪ the CEO’s remuneration; ▪ recruitment and appointment of a CEO, if required; ▪ provisions to be included in the Contract of Employment from time to time; ▪ appointment of an Acting CEO; and ▪ implementation of this Policy.
<p>6. Recruitment of CEO</p>	<p>The Committee will establish and manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a short list of preferred candidates.</p> <p>The Committee will determine, and make a recommendation to Council through a confidential report, as to:</p> <ul style="list-style-type: none"> ▪ whether there is a need to engage an Executive Recruitment Consultant to run the recruitment process; and, if so ▪ the Executive Recruitment Consultant to be appointed to run the recruitment process. <p>If an Executive Recruitment Consultant is appointed, their role will include;</p> <ul style="list-style-type: none"> ▪ taking a brief from Council on the role and the ideal candidate; ▪ preparing a detailed schedule outlining the recruitment process; ▪ developing an advertising strategy to attract suitable candidates; ▪ assisting Council to conduct interviews to determine a shortlist of candidates; ▪ arranging for any relevant psychometric testing; ▪ conducting reference checks on the preferred candidate; ▪ performing probity checks on the preferred candidate; ▪ working with the Chief People Officer to issue the Contract of Employment for the new CEO; and ▪ working with the General Manager Customer and Corporate and Chief People Officer to induct the new CEO. <p>Council must resolve to execute the Contract of Employment.</p> <p>When considering the recruitment of the CEO, the Committee must:</p> <ul style="list-style-type: none"> ▪ ensure that the recruitment decision is based on merit; ▪ support transparency in the recruitment process and the public advertising of the position; and ▪ ensure that regard is had to gender equity, diversity and

	<p>inclusiveness.</p> <p>Appointment of an Executive Recruitment Consultant, appointment of an Acting CEO in excess of 28 days, and reappointment or appointment of a permanent CEO will be recommended to Council by the Committee through a confidential report and made by Resolution.</p> <p>Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (Sections 11(2)(d) and 11(3) of the Act).</p> <p>Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (Section 11(2)(e) of the Act).</p>
<p>7. Appointment of CEO</p>	<p>Council will receive a report and recommendation from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.</p> <p>The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.</p> <p>The appointment of the CEO must be made by Resolution.</p>
<p>8. Reappointment of CEO</p>	<p>No more than nine months and no less than six months prior to the expiry of the current CEO’s Contract of Employment, the Committee will provide a recommendation to Council, with regards to current legislation, on:</p> <ul style="list-style-type: none"> ▪ whether the CEO should be reappointed under a new Contract of Employment; ▪ if the recommendation is to reappoint the CEO, the proposed terms of the further Contract of Employment; or ▪ whether the position of CEO should be publicly advertised. <p>Where the Contract of Employment is for a term of 12 months or less, the period of months referred to above shall be no more than three months and no more less than two months.</p> <p>Any final decision on these matters must be made by Resolution.</p> <p>Any recommendations on these matters be made through a confidential report to Council with a recommendation outlining the recommended course of action.</p>
<p>9. Contract of Employment</p>	<p>The Contract of Employment is to be read in conjunction with this Policy (but the terms of this Policy are not incorporated into the Contract of Employment).</p> <p>The Contract of Employment will, at a minimum, outline the following:</p> <ul style="list-style-type: none"> ▪ to the employment term, which must not exceed five years in accordance with Section 44(2) of the Act; ▪ the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct for Council staff; ▪ how conflicts of interest will be managed; ▪ that the CEO is eligible to be reappointed under a new contract of employment; ▪ the CEO’s Remuneration Package and other entitlements; legislative and contractual obligations, including those during and continuing after employment;

	<ul style="list-style-type: none"> ▪ the CEO’s leave entitlements; ▪ processes for managing unsatisfactory performance; ▪ processes for early termination, including notice (or payment in lieu) provisions, with notice of termination by Council being restricted to a maximum of three months’ notice; and ▪ any other matters required to be contained in the Contract of Employment by the Regulations.
<p>10. Remuneration and expenses</p>	<p>The Remuneration Package provided to the CEO will form part of the Committee’s annual review, having regard to matters including but not limited to:</p> <ul style="list-style-type: none"> ▪ any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent); ▪ any Public Sector Wages Determination; and ▪ any enterprise bargaining agreement in place between Council and its employees from time to time. <p>Following the annual formal performance review of the CEO, the Independent Chair will support the Committee to review the CEO’s remuneration.</p> <p>The Committee will make a recommendation to Council as to the Remuneration Package through a confidential report, which will then be approved by formal Resolution.</p> <p>Council will provide the CEO with a corporate credit card to use in transactions related to the role of CEO. All corporate card expenditure will be reviewed and approved by the Chief Financial Officer, in conjunction with the General Manager Customer and Corporate for payment purposes.</p> <p>The independent Audit & Risk Committee will receive bi-annual reports on all CEO corporate card transactions for oversight.</p> <p>Council will also receive bi-annual reports on corporate card transactions and any claims for reimbursements. Credit card transactions not approved by Council will be reimbursed by the CEO to Council.</p> <p>Council will meet certain expenses incurred by the CEO as outlined in the Contract of Employment from time to time, which may include but are not limited to:</p> <ul style="list-style-type: none"> ▪ membership and subscription fees payable to professional associations which are necessary or desirable in connection with the performance of the CEO’s duties; ▪ reasonable costs incurred by the CEO from attending conferences, seminars or undertaking professional development activities; and ▪ reasonable costs incurred otherwise in the general performance of duties.

<p>11. Performance monitoring</p>	<p>Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed by the Committee in consultation with the CEO and confirmed by a Resolution.</p> <p>As part of the process for performance monitoring, performance principles will be developed by the Committee, in consultation with the CEO.</p> <p>The CEO is to provide progress reports against the Performance Plan to the Committee on a bi-annual basis.</p> <p>The Committee will meet with the CEO following each progress report to discuss the matters contained in the progress report and any feedback from Council.</p>
<p>12. Annual review</p>	<p>The Independent Chair is responsible for leading the CEO's annual review process with the Committee and facilitating the input from all Councillors to inform the Committee's assessment. The Independent Chair will support the Committee with assessing the CEO's performance against the Performance Plan and the development of new KPIs and objectives (if any) for the following performance year.</p> <p>Annual reviews will include the opportunity to provide the CEO with performance-related feedback in person and input into the CEO's Performance Plan. The CEO will also provide feedback on Council through a review process facilitated by the Independent Chair.</p> <p>The performance review will be completed annually following the end of the financial year, with the performance year being from 1 July to the next 30 June (or as otherwise agreed between Council and the CEO).</p> <p>The Committee, led by the Independent Chair, will conduct an informal mid-term performance review within 6 months of the formal annual review each year thereafter. The informal review will provide the CEO with feedback and the opportunity to adjust any of the objectives set in the Performance Plan, in consultation with the Committee.</p> <p>Outcomes of the performance review, future performance plans and KPIs will be recommended by the Committee to Council through a confidential report and formal Resolution.</p> <p>Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.</p>

<p>13. Acting CEO</p>	<p>Council must appoint an Acting CEO when there is an unplanned vacancy in the office of the CEO or the CEO is unable to perform their duties under the Contract of Employment for a period exceeding 28 days.</p> <p>The appointment of the Acting CEO must be made by a Resolution unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to Section 11(3) of the Act. Nothing in this Policy applies to the CEO's appointment of an Acting CEO under delegation.</p> <p>Where applicable, the Committee may advise Council on:</p> <ul style="list-style-type: none"> ▪ the selection and appointment of an Acting CEO, including whether it is appropriate to: <ul style="list-style-type: none"> ○ recruit an external candidate who is not currently employed by Council; or ○ appoint an internal candidate who is a current employee of Council; ▪ the terms of the Acting CEO's contract of employment (to the extent that the required terms of the Contract of Employment set out in this Policy are inappropriate for an Acting appointment); and ▪ performance monitoring and review processes, if applicable, which are to be determined by reference to the length of the Acting CEO's term of appointment.
<p>14. Independent professional advice</p>	<p>The Independent Chair is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with Section 45(2)(a) of the Act.</p> <p>The Independent Chair will be appointed on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Recruitment Consultant appointed by Council to assist in the recruitment process.</p> <p>Council will determine the:</p> <ul style="list-style-type: none"> ▪ term of appointment of the Independent Chair; and ▪ remuneration of the Independent Chair, <p>and ensure that it is a term of the Independent Chair's engagement that the Independent Chair keep confidential all information which the Independent Chair acquires by virtue of the engagement.</p> <p>Council, or the Committee with the approval of a Resolution, can, on an as needed basis, obtain additional independent advice in relation to the matters dealt with under this Policy.</p>
<p>15. Interaction with Act and Regulations</p>	<p>This Policy applies subject to any inconsistent obligations in the Act or Regulations.</p>
<p>16. Confidentiality</p>	<p>Council is not required to, and will not, disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs, unless otherwise required by law.</p>
<p>17. Delegations</p>	<p>Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, but may delegate to the CEO the power to appoint an Acting CEO or a period not exceeding 28 days (Sections 11(2)(d) and 11(3) of the Act).</p>

<p>18. Other Matters</p>	<p>Integrity processes</p> <p>All information relating to the recruitment, selection and review processes in this Policy must be kept confidential. Councillors, the Independent Chair and advisors and staff involved in the recruitment and selection processes will be required to declare any conflicts of interest to Council, and take all reasonable steps to maintain confidentiality and respect the privacy of all persons involved.</p> <p>Any failure to keep information relating to recruitment, selection or review processes may constitute a breach of the Act, the Councillor Code of Conduct and/or the Employee Code of Conduct.</p> <p>Reporting</p> <p>Disclosure of the Remuneration Package will only be by way of information included in Council’s annual report and subject to and in accordance with any other legislative requirements, including the pay secrecy provisions in the <i>Fair Work Act 2009</i> (Cath).</p> <p>Health, safety and wellbeing obligations</p> <p>Councillors have an obligation to manage the employment of the CEO and any interactions with the CEO with consideration of the Model Councillor Code of Conduct and any relevant Council policies, which includes matters such as, but not limited to:</p> <ul style="list-style-type: none"> ▪ adherence to their duty of care under the OHS Act to ensure, so far as is reasonably practicable, the health and safety of the CEO (including psychological safety); ▪ refraining from behaving in a manner that exposes employees to psychological risk, physical risk or any other risk which could compromise the health and safety of employees, including the CEO; and ▪ participation where required in the resolution of safety issues or complaints relating to OHS issues. <p>Council will provide the CEO with confidential support and assistance through matters relating to health, safety and wellbeing.</p> <p>The CEO has the ability to report OHS incidents of health, safety and wellbeing concerns to the Mayor in the first instance or otherwise to the CEO Employment Matters Committee.</p>
<p>19. Responsibilities</p>	<p>How is Council responsible for the success of this Policy?</p> <p>Council is responsible for the success of this Policy by:</p> <ul style="list-style-type: none"> ▪ recruiting, appointing, reappointing and managing the CEO, including an Acting CEO, where required; ▪ appointing the members of the Committee – including the Mayor, Deputy Mayor and some or all of the Councillors; ▪ appointing the Independent Chair; ▪ appointing independent consultants when required; ▪ adopting, overseeing and monitoring the implementation of this Policy; and ▪ undertaking a review of the Policy within six (6) months of each Council election and at such other intervals as Council determines. <p>Councillors must also have regard to the Model Councillor Code of Conduct in overseeing and administering this Policy.</p>

	<p>How is the Audit & Risk Committee responsible for the success of this Policy?</p> <p>The Audit and Risk Committee is responsible for the success of this Policy by overseeing adherence to Council's Credit Card Policy for expenses incurred by the CEO.</p> <p>How is the Chief Executive Officer responsible for the success of this Policy?</p> <p>The Chief Executive Officer is responsible for the success of this Policy by providing support to the Committee in carrying out its functions, independent of influence.</p> <p>How is the Chief People Officer responsible for the success of this Policy?</p> <p>The Chief People Officer is responsible for the success of this Policy by:</p> <ul style="list-style-type: none"> ▪ providing support to Council and the Committee which facilitates the reports and documentation required under this Policy; ▪ leading the relationship with the Independent Chair; ▪ arranging legal advice as necessary and appropriate; ▪ Council reporting on performance and contract reviews; and ▪ supporting the arrangements for professional development opportunities for the CEO. <p>How is the Committee responsible for the success of this Policy?</p> <p>The Committee is responsible for the success of this Policy by undertaking the responsibilities of the Committee as set out in this Policy, the Committee Charter and the Act.</p> <p>How is the Independent Chair responsible for the success of this Policy?</p> <p>The Independent Chair is responsible for the success of this Policy by undertaking the responsibilities of the Independent Chair as set out in this Policy, the Committee Charter and the Act.</p>
<p>20. Breach of Policy</p>	<p>Breaches of policies are treated seriously. Any concerns about non-compliance should be reported immediately to the owner of this Policy.</p>
<p>21. Consultation</p>	<p>The CEO will be consulted regarding any proposed changes to this Policy, providing an opportunity for the CEO to convey their views regarding any effects on their rights. These views will be considered by the Committee and Council in recommendations and decisions made.</p>

GOVERNANCE

<p>Parent Strategy/ Plan</p>	<p>Council Plan</p>
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Supporting Procedures and Guidelines	This policy is enabled and supported by: <ul style="list-style-type: none"> • Victorian Independent Remuneration Tribunal (VIRT) Determination • CEO Employment Matters Committee Charter • CEO Performance Agreement • Model Councillor Code of Conduct
Legislation/ Regulation	<i>Local Government Act 2020</i> Local Government Planning and Reporting Regulations Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019
Author	Chief People Officer
Policy Owner/ Sponsor	General Manager, Customer & Corporate
Date Effective	TBC
Review Date	December 2024; and this policy shall thereafter be reviewed, in consultation with the CEO Employment Matters Committee, after each election
Version Number	2.0 adopted by Council on 1.0 adopted by Council on 15 December 2021, with administrative changes made by Council on 28 February 2022 and 21 July 2022 and 5 February 2023.
Document ID	A6341894
Content enquiries	Chief People Officer

9.7 CONTAINER DEPOSIT SCHEME - PROGRESS UPDATE**Author:** Capital Project Manager**Reviewed By:** General Manager Infrastructure, Operations & Finance

EXECUTIVE SUMMARY

The Victorian Container Deposit Scheme (CDS) is a State Government Program designed to encourage people to recycle their used drink containers. Users receive a 10-cent refund for every eligible drink can, carton and bottle they return. The program commenced on 1 November 2023.

Darebin has long advocated for a program like this to improve sustainability outcomes and reduce littering and it welcomed the State Government's announcement.

Visy Recycling is the scheme operator in Darebin and is responsible for establishing and maintaining refund collection points.

In October 2023, Council confirmed its commitment to the Container Deposit Scheme, endorsing its commitment to identifying suitable sites for the scheme. Council also committed to assist in the roll out of the CDS by promoting the scheme to the broader community, as well as sporting clubs, businesses and community groups.

In 2024, Council successfully assisted in the delivery of a Reverse Vending Machine (RVM) to the Council-owned Ray Bramham Garden's Carpark, located behind the Darebin Art's Centre in Preston. This site is now leased to Visy Recycling.

Over the past year, Council has been in discussions with Visy about the best locations for refund points. Visy and Council both concur that commercial centres are the highest priority sites, given co-benefits of helping bring people into commercial areas, and by providing the best access for community.

Recently, Visy have reported that the sites currently available to the Darebin community, as well two proposed sites through private retail offer the needed access for the Darebin community, and thus they are currently not seeking any further Council sites.

Visy and Council have done work on several potential sites, and if this was needed in future, the preliminary work would be revisited by the two organisations working together.

The purpose of this report is to note Council's ongoing support for the CDS, highlight the current CDS network across Darebin and to present a summary of Council's work undertaken on the feasibility of potential RVM sites in Darebin.

Any decisions about leasing Council land on the identified sites would come to a future Council Meeting for consideration in due course.

Officer Recommendation

That Council reconfirms its commitment to the Container Deposit Scheme and:

- (1) Notes Council's ongoing commitment to promoting the scheme to the broader community, as well as ensuring clubs, businesses and community groups are aware of how they can participate.
 - (2) Notes the current access that the Darebin community have to Container Deposit Scheme refund points, with a variety of refund methods available.
 - (3) Notes the list of potential Darebin sites suggested by Visy, council officers, and community members, and each site's viability, garnered from feedback from internal council teams.
 - (4) Removes the currently unsupported sites from the list of potential Darebin sites.
 - (5) Notes that currently, Visy do not wish to progress any Council owned sites, and, if this changes, officers will return to Council to endorse any leasing arrangements.
-

BACKGROUND / KEY INFORMATION

The Victorian Container Deposit Scheme (CDS) is a State Government Program designed to encourage people to recycle their used drink containers through a legal framework. Users receive a 10-cent refund for every eligible can, carton and bottle they return. The program commenced on 1 November 2023.

Darebin welcomed the State Government's announcement of the CDS, noting its shared benefits to the community, environment and economy by delivering:

- Increased and cleaner recycling.
- Less waste – old containers become new ones.
- Less litter – annually recycling approximately 20 million individual containers.
- Hundreds of new jobs and economic opportunities across Victoria.

The CDS works by:

- Customer purchases a drink.
- Customer returns empty drink container to a refund point.
- Customer receives a 10-cent refund for every eligible container returned. Customer can choose to keep the funds or donate to a participating charity, community group, environmental group, educational organisation or sports group.
- Customer's returned container is given a new lease on life. The material is recycled and manufactured into a new product, saving it from landfill or littering the environment.

The CDS targets beverage containers that most commonly contribute to litter and are often consumed away from home. This includes plastic soft drink bottles, glass beer bottles, soft drinks and alcohol sold in cans, and small fruit juice cartons.

Victoria is divided into three regions and serviced by three different Network Operators appointed by the State Government. Visy is the CDS operator for Darebin, which is part of the North Zone. It is Visy's responsibility to establish and maintain the refund points. Council has no obligations or responsibilities in regard to the CDS, however, Council has committed to supporting the scheme.

The CDS provides charities, community groups, environmental organisations, sports groups and educational organisations with opportunities via:

- Receiving donations from the community – customers can choose to pocket their refund or donate to a participating charity.
- Initiate a collection drive – receive containers from the community.
- Run a refund point as a business.

There are three types of refund points that are available to the Darebin community:

- Reverse Vending Machines (RVM): Shipping container sized, automated collection points where people can “post” their containers. Designed to process up to 10,000 containers per day. RVMs must be accessible for use daily from 7.00am to 8.00pm.
- Depots: industrial sized drive through warehouses designed to accept up to 50,000 containers per day.
- Over the Counter: manual collection at a local business designed for up to 1,000 containers per day. Over the Counter collection points must be open 27 hours during the week (Mon – Fri) and 8 hours across Saturday and Sunday.

Darebin's Current Access to the Container Deposit Scheme

Visy has met their desired expansion to at least eight network sites within the first 12 months of the scheme commencement. Currently, there are 14 CDS sites in Darebin. Visy also have an additional two privately owned priority sites which are in the process of being negotiated prior to execution. Visy has reported that they are currently satisfied with the distribution and quantity of sites available for Darebin residents.

The image below demonstrates the distribution of different CDS refund points currently available in Darebin.

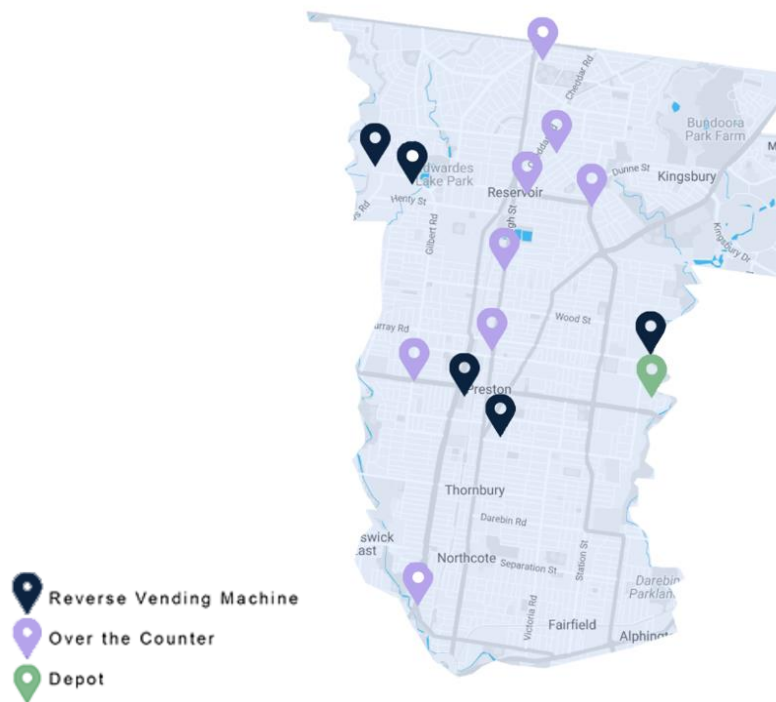


Figure 1 – Darebin Container Deposit Scheme Sites, January 2025

The tables below details the locations of each of the different types of refund points available to the Darebin community.

No.	Location	Suburb	Street Address
1	Visy Recycling Reservoir	Reservoir	4 Radford Road
2	Edwardes Lake Hotel	Reservoir	257 Edwardes Street
3	Northland Shopping Centre	Preston	2-50 Murray Road
4	Ray Bramham Gardens	Preston	50 St. Georges Road
5	Preston South Shopping Centre	Preston	50 Plenty Road

Figure 2 – Reverse Vending Machine (RVM) Sites in Darebin, January 2025

No.	Location	Suburb	Street Address
1	Xiao Xiao Milkbar	Reservoir	30 Johnson Street
2	Congo’s Bottle Shop	Reservoir	96 Strathmerton Street
3	Magid Supermarket	Reservoir	259 Broadway
4	Duncan’s Reservoir	Reservoir	28 Yarra Avenue
5	Thirsty Camel	Reservoir	696 High Street
6	888 Supermarket	Preston	415 High Street
7	Lucky Bell Cellars & Grocery	Preston	595 Bell Street
8	Ikigai Motors	Northcote	2-6 St. George’s Road

Figure 3 – Over the Counter Sites in Darebin, January 2025

No.	Location	Suburb	Street Address
1	CDS Vic Depot Preston	Preston	24 Quinn Street

Figure 4 – Drive through Depot Sites in Darebin, August 2024

In comparison to neighbouring municipalities, Darebin has fewer Reverse Vending Machines, due to less available feasible sites. Visy have noted that this doesn't necessarily result in less recycling taking place; Darebin residents have recycled more containers than our neighbouring Banyule residents, even though Banyule has more refund points available.

Over 23 million containers have been returned in Darebin through the CDS system, resulting in \$2.3 million dollars returned to local residents. *Figure 6* illustrates the total number of returned containers to RVM sites in Darebin.

Typically, municipalities closer to the CBD struggle to find appropriate sites, particularly for Reverse Vending Machines. Council's list of potential RVM sites (*refer figure 7 below*) includes numerous suggestions within this zone that could be considered by Visy. Additionally, Visy is in negotiations with a private retailer in this vicinity. The table below summarises the quantity of refund points available to Darebin residents and our neighbouring municipalities.

Type of Refund Method	City of Darebin	City of Yarra	City of Melbourne	Banyule City Council	City of Whittlesea	Merri-Bek City Council
Reverse Vending Machine Sites	5	1	3	7	9	9
Over the Counter Sites	8	5	8	8	9	9
Depot Sites	1	0	1	0	1	1
Total	14	6	12	15	19	19

Figure 5 – Summary of CDS Refund Types and Quantities, Darebin & Surrounding LGAs, January 2025

RVM Location	Starting Date	Total Containers Returned	\$ Refunded to the Community
Northland Shopping Centre Preston	12/01/2024	1,602,281	\$160,228
Visy Recycling	1/11/2023	1,458,678	\$145,867
Edwards Lake Hotel Reservoir	10/02/2024	1,180,682	\$118,068
Ray Bramham Gardens Preston	24/05/2024	353,913	\$35,391
Preston South Shopping Centre	38/08/2024	297,509	\$29,750

Figure 6 – Summary of Returned Containers to Reverse Vending Machines in Darebin, December 2024

Previous Council Resolution

At its meeting held on 23 October 2023, Council resolved:

That Council confirms its commitment to supporting roll out of the Container Deposit Scheme and:

- (1) Notes that Council welcomes the Victorian Container Deposit Scheme.*
- (2) Notes that Council is committed to promoting the scheme to the broader community, as well as ensuring our clubs, businesses and community groups are aware of how they can participate.*
- (3) Notes that Council is committed to working with Visy to help them identify suitable sites for refund points for the scheme's implementation beyond the 1 November 2023 commencement.*
- (4) Notes that Council is progressing initial investigations of three locations as potential refund points: Reservoir Activity Centre, Darebin Resource Recovery Centre and the Darebin Arts Centre, noting that any decision to proceed with a particular location will come to Council at a future meeting for formal decision.*
- (5) Council refers, via the CEO, councillor and community site suggestions to Visy for investigation and notes that any requests from Visy for use of Council owned sites would be reported to Council for consideration at a future meeting.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

3.5 We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

DISCUSSION

As noted in the October 2023 Council report, officers structured their support of the scheme as outlined below. It is prudent to note again that Council doesn't have obligations in relation to this scheme, and primary responsibility for establishment sits with Visy.

1. Actively welcome and promote the CDS, and support opportunities for businesses, club, and community group participation.

Since the Container Deposit Scheme launch on 1 November 2023, the program has been promoted by our Strategic Communications team via the following Darebin Council corporate channels:

- Social media: 16 posts across Facebook, Instagram and LinkedIn (Oct 2023 – May 2024)
- Darebin Community News: Delivered to 62,000 homes in January 2024
- Your Darebin: e-news: delivered to 8000+ recipients in November 2023

- Website news article: from November 2023
- Staff 2 Staff: November 2023
- Social posts as follows:
 - 24 May: Facebook, Instagram
 - 16 March 2024: Facebook, Instagram
 - 14 Feb 2024: Facebook, Instagram
 - 8 Jan 2024: Facebook, Instagram
 - 14 December 2023: Facebook, Instagram
 - 17 Nov 2023: Facebook, Instagram, LinkedIn
 - 31 October 2023: Facebook, Instagram, LinkedIn

Regular promotion will take place in 2024/25.

2. Prioritise Tier 1 Commercial sites as Primary Locations

It is still recommended that Council support Tier 1 commercial sites as the primary locations for RVMs. This means sites well located in busy commercial areas. These areas are close to where residents regularly shop or work and offer a convenient location for drop off of containers. This approach fosters producer responsibility, maintains a focus on reducing waste at its source, has co-benefits of commercial activation, and provides greatest access. Visy also supports this approach.

Visy and Council have identified (and leased) one council site in a suitable commercial zone. Other RVMs in commercial areas in Darebin are on private land. The one Council sited RVM is at Ray Bramham Garden’s Carpark.

3. Expanding RVM locations on Council Land

Visy has reported that they are currently satisfied with the distribution and quantity of sites available for Darebin residents and that they are not currently seeking additional sites. Should that change, officers would work with Visy based on the assessments undertaken for multiple sites below.

Officers have collated a list of location suggestions since the October 2023 Council Meeting. Suggestions were made by Visy, Council Officers and Community Members.

These sites have undergone internal consultation with internal council teams to determine which sites are likely to be supported with further investigation.

A summary of results are shown in the table below.

	Site Location	Suburb	Suggestion Provided By	Support Summary
1	IW Dole Reserve	Reservoir	Visy	Potential to support
2	Reservoir Leisure Centre	Reservoir	Visy	Not recommended due to competing needs for the space
3	Alternative to RLC; Council Carpark – Crn Cuthbert Rd &	Reservoir	Council Officer	Potential to support

	Site Location	Suburb	Suggestion Provided By	Support Summary
	Fordham Rd			
4	8 Robinson Road	Reservoir	Council Officer	Potential to support
5	J C Donath Reserve	Reservoir	Community Member	Not recommended due to location away from services
6	11 Ralph Street	Reservoir	Visy	Not recommended due to nearby RVM at Edwardes Lake Hotel
7	Darebin Resource Recovery Centre	Reservoir	Council Officer	Potential to support
8	CW Kirkwood Reserve	Kingsbury	Council Officer	Potential to support
9	HL Oulton Reserve	Preston	Visy	Unsupported
10	Darebin International Sports Centre	Thornbury	Visy	Not recommended due to location away from services
11	Alternative to DISC; Council Carpark Cnr Arthur St & Darebin Rd	Thornbury	Council Officer	Potential to support
12	Clarendon Street Carpark	Thornbury	Council Officer	Potential to support
13	Northeast Corner of All Nations Carpark	Northcote	Council Officer	Not recommended due to nearby RVM at Northland Shopping Centre & other constraints
14	Northcote Plaza (Council Owned Portion of Carpark, Southeast Corner)	Northcote	Council Officer	Not recommended as some issues unresolved
15	Little Easement Street Carpark	Northcote	Community Member	Potential to support
16	Mitchell Street Carpark	Northcote	Council Officer	Potential to support
17	McDonnell Park Carpark	Northcote	Council Officer	Unsupported

Figure 7 – Potential Council Owned Sites assessment, August 2024

The following legend details the categories established in analysing the support of internal teams. When analysing the sites, a detailed matrix was created to summarise the position of each of the teams.

Support Summary	Description
Fully supported	Recommended site with not further investigation required to progress towards a lease. Currently no sites have this support.
Potential to support	Potential site subject to some further

	pressure testing needed to ensure no issues.
Not recommended	These sites were not recommended for one main reason.
Not recommended	These sites had multiple challenges identified by different technical teams.

Figure 8 – Legend to be read with Fig. 7 above

Throughout this year Visy have shown interest in a select few sites within this list. Recently, Officers have shared the list of sites with Visy, who have reported that they feel that Darebin has good access to the Container Deposit Scheme and do not wish to actively proceed with any additional sites at this stage.

Unsupported Sites

Officers suggest that several sites that are not recommended are removed from the list of potential Darebin sites. These sites are:

- JC Donath Reserve, Reservoir
- HL Oulton, Preston
- Northeast corner of All Nations Park, Northcote
- McDonnell Carpark, Northcote

4. Incorporating Revenue Sharing in Procurement/Negotiations (2024 Contract Renewal):

Council has entered into a contract with a new recycling processing provider. The new arrangement commenced on 1 July 2024. The new contract, similar to the previous contract, allows for Council to receive a share of refunds arising from eligible containers being collected as part of the kerbside recycling collection service.

Any refunds received by Council will be put back towards offsetting costs of operating these waste services.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

- There are no resources available to Council from the State Government to manage any of the costs associated with the Container Deposit Scheme.

Except for where any RVMs are to be located, a particular financial impact is not expected. Visy and any private land owners, clubs or businesses would make their own arrangements to cover costs and consider revenue sharing.

If any RVMs are proposed to be located on Council land in future, costs and potential revenue would be detailed and considered in a report to Council relating to that specific site. Generally, officers would recommend that Visy cover any direct costs and/or make a payment to Council for use of its land. Costs that may arise are:

- Any establishment costs (such as upgrading power to the site, or leveling it)
- Any disestablishment costs at the end of the lease term.
- Costs associated with managing dumping around the site.

- Indirect costs associated with managing community complaints
- Opportunity cost associated with use of Council land

Community Engagement

As detailed in the report above, a communications plan was developed to support the State Government scheme roll out. The Strategic Communications team implemented this plan in 23/24 and will continue to promote and support the scheme into 24/25.

Visy has advised it is not intending to undertake community consultation on placement of any RVMs and would not plan to cover costs associated with such a consultation relating to any sites on Council land.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Access to RVMs and other CDS aspects will contribute to improve waste management and growing a circular economy. It is expected to reduce litter and reduce recyclable content going to landfill.

When drop off sites are located in accessible locations and co-located with other services, it can minimise emissions from transport by reducing the number of separate trips a household needs to make. This is one benefit of locations within major activity centres.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

From a socio-economic perspective, reasonable accessibility for all residents is important, as well as in proximity to higher-density residential neighbourhoods.

For some households, this scheme may offer an additional revenue stream which could help them mitigate financial challenges and contribute to wellbeing.

By locating RVMs and drop off points in activity centres, where there is existing activity and passive surveillance, the sites can minimise risks relating to safety or perceptions of safety. No other equity, inclusion, wellbeing and human rights impacts have been identified.

Economic Development and Cultural Considerations

Officers have identified the following economic development and cultural considerations:

- Businesses have the opportunity to participate in the scheme becoming an “Over the Counter” drop off point.
- Sporting clubs and community groups have the opportunity to raise funds through partnering with the scheme as either donation partners or refund points.
- It is anticipated that RVMs at Tier 1 Commercial sites will have the greatest economic benefit through activation and by bringing people into the activity centres where they may also do other things while they are there.

Operational Impacts

There is no significant change or impact forecast on kerbside waste operations or on public little bin use. Generally, we expect the CDS scheme to reduce the quantity of containers received by these other recycling channels and to reduce contamination in the garbage stream.

Legal and Risk Implications

A range of legal and risk implications would arise from any lease or licence with Visy to local RVMs on Council land, however these would be detailed in a future report to Council at the time of decision.

There is a risk that many in the community will assume it is a Council service because of Council’s long term role managing waste as well as its role in many approval decisions about planning and developments. This means that if issues arise, Council could be contacted with enquiries or receive criticism in public. Officers would monitor this risk and if needed seek to manage it with communications.

IMPLEMENTATION ACTIONS

1. Continue to implement Council CDS Communications Plan in 24/25 to proactively promote the scheme to the broader community, and ensure clubs, businesses and community groups are aware of how they can participate.
2. Continue our relationship with the Visy CDS team, confirming our commitment to further investigate the identified potential sites when required.

RELATED DOCUMENTS

Nil

Attachments

Nil

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.8 GOVERNANCE REPORT - FEBRUARY 2025**Author:** Senior Governance Services Officer**Reviewed By:** General Manager, Customer and Corporate

EXECUTIVE SUMMARY

- Summary of Councillor attendance at Advisory Committees Meetings, Councillor Briefings, and other informal meetings of Councillors (**Appendix A**).
- Activity Reports by Mayor and Councillors.
- Responses to public questions taken on notice at the Council Meeting held 27 May 2024 (**Appendix B**).
- MAV State Council Meeting – Call for Motions (**Appendix C**).
- Community Advisory Committee Annual Progress Reports for 2024 (**Appendix D**).
- Bi-annual CEO expense reimbursements and credit card transactions report (1 July 2024 to 31 December 2024).
- Quarterly reporting of Freedom of Information (FOI) statistics (FY 24/25, to date).
- Audit and Risk Committee Meeting Summary Minutes of the quarterly meeting held on 18 December 2024. (**Appendix E**).
- Audit and Risk Committee Charter revision (**Appendix F**) and change to Councillor appointments to the Committee (**Table B**).

Officer Recommendation

That Council:

- (1) Notes the Governance Report – February 2025.
- (2) Notes the Summary of attendance at Advisory Committees Meetings, Councillor Briefings, and other informal meetings of Councillors at **Appendix A** to this report.
- (3) Notes that the activity reports by Mayors and Councillors submitted prior to the meeting and circulated to Councillors, will be incorporated in the minutes of this meeting.
- (4) Notes the responses to the public questions taken on notice at the Council Meeting on 28 January 2025 (**Appendix B**).
- (5) Endorses the motion outlined in **Appendix C** to be submitted to the Municipal Association of Victoria State Council meeting to be held on 16 May 2025.
- (6) Notes that Cr Arturi, as Council's appointed delegate will attend the MAV State Council meeting.
- (7) Notes the Community Advisory Committee Annual Progress Reports (**Appendix D**).
- (8) Notes that there has been one expense reimbursement claim for Peter Smith CEO, for motor vehicle battery repairs to the value of \$428.40.
- (9) Notes that there have been no CEO Credit Card transactions for the period 1 July 2024 to 31 December 2024.

- (10) Notes the Freedom of Information (FOI) statistics shown in **Table A**, for the current financial year FY 24/25 to date.
 - (11) Notes the Summary Minutes of the quarterly Audit and Risk Committee Meeting held on 18 December 2024 (**Appendix E**).
 - (12) Endorses the revised Audit and Risk Committee Charter (**Appendix F**).
 - (13) Notes that to align with the revised Audit and Risk Committee Charter, the Councillor appointments to the Committee are required to be updated.
 - (14) Appoints the Councillor representatives to the Audit and Risk Committee as listed in the report at **Table B** below in the Report for a period of 12 months, or until such time as Council makes a further resolution on the matter.
-

BACKGROUND / KEY INFORMATION

In accordance with Council's Governance Rules 2020, the agenda for each Ordinary Meeting is required to list certain governance/administrative matters in addition to other specified items.

These include Reports of Standing Committees i.e. Hearing of Submissions Committee, Summary of Meetings i.e. Briefings, Advisory Committee, responses to Public Questions taken on notice, reports by Mayor and Councillors, Councillor expenses and a range of other governance matters.

In accordance with best practice, good governance principles, transparent and accountable reporting, officers deem it appropriate to consolidate governance/administrative reports into one standing report to provide a single reporting mechanism for a range of statutory compliance, transparency, and governance matters. This also ensure compliance with the requirements of the *Local Government Act 2020* ('the Act'), Council's Governance Rules and related regulations.

Previous Council Resolution

At its meeting on 28 January 2025, it was resolved that:

- (8) *Officers draft a motion to request advocacy on behalf of the sector from the Municipal Association Victoria (MAV), proposing that the Victorian Independent Remuneration Tribunal take responsibility for setting remuneration bands for Council CEOs in Victoria in the future. To meet the MAV submission requirements, this Motion should be returned to Council for consideration at the February Ordinary Council Meeting with a view to reaching agreement and submitting the resolved motion to MAV by the 16th March 2025.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

Matters covered in this report for the month of December 2024 are:

Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors

Council's Governance Rules 2020 require any meeting of an Advisory Committee established by Council and attended by at least one Councillor, or a scheduled or planned meeting to discuss the business of Council, including briefing Councillors, and which is attended by at least half of the Councillors and one member of Council staff (excluding Council, Delegated Committee or Community Asset Committee meetings), the Chief Executive Officer must ensure that a summary of the meeting is:

- a) Tabled at the next convenient Council meeting; and
- b) Recorded in the minutes of that Council meeting.

The Advisory Committees, Councillor Briefings or other Informal Meetings of Councillors are summarised at **Appendix A**.

Reports by Mayor and Councillors

By 4.00pm on the day of each Ordinary Council Meeting, the Mayor and Councillors are required to submit a report detailing their attendance at various functions and activities since the last Council Meeting. These reports will be recorded in the minutes of this meeting.

Responses to Questions taken on notice on 28 January 2025 Council Meeting

Questions taken on notice at the Ordinary Council Meeting held on 28 January 2025 and subsequently responded to, are provided at **Appendix B**.

Motions to the MAV State Council meeting

The State Council is a governing body made up of representatives from each member council. State Council meets twice a year, or more if needed. Members can submit business to be considered by State Council in accordance with the MAV Rules. Representatives vote on matters before State Council.

The next MAV State Council Meeting will be held on Friday 16 May 2025. Motions are to be submitted online with Council endorsed motions by 17 March 2025.

Proposed Motions

The proposed motion and associated rationale for the motion for the MAV State Council has been provided at **Appendix C** to this report. The motion was drafted and is presented to this Council meeting following a Council resolution made at the Council Meeting of 28 January 2024.

Community Advisory Committees Annual Progress Reports

The Community Advisory Committees Annual Progress Reports which provide information on the activities of Council's Community Advisory Committees for the period 1 January 2024 to 31 December 2024.

Every committee has its own particular outcomes and challenges, which are outlined in the individual reports. The Community Advisory Committees Progress Update Reports for each Committee are attached as **Appendix D** to this report and provide the following information for each Community Advisory Committee:

- Committee summary
- Progress of key issues and challenges
- Progress of activities and outcomes
- Future plans

The Darebin Domestic Animal Management Reference Group Progress Update Report will be provided in next month's Governance Report.

Community Advisory Committees:

- Active and Healthy Ageing Advisory Committee
- Art and Heritage Advisory Panel
- Darebin Aboriginal Advisory Committee
- Darebin Disability Advisory Committee
- Darebin Education Network
- Climate Emergency Darebin Advisory Committee
- Darebin Community Awards Advisory Committee
- Darebin Interfaith Council
- Darebin Nature Trust
- Gender Equity Advisory Committee
- Darebin LGBTIQ+ Advisory Committee
- Darebin Welcoming Cities Community Reference Groups
- Edgars Creek and Edwardes Lake Task Force
- Young Citizens Jury

CEO Credit Card transactions (1 July 2024 – 31 December 2024)

The CEO Employment and Remuneration Policy provides that Council will meet expenses incurred by the CEO including:

- "Membership and subscription fees payable to professional associations which are necessary or desirable in performance of duties;
- Reasonable costs incurred where attending conferences, seminars or undertaking professional development activities; and
- Reasonable costs incurred in performance of duties."

Pursuant to the CEO Employment and Remuneration Policy a report on credit card transactions and any claim for reimbursements made by the CEO will be provided to Council twice annually for approval.

The independent Audit & Risk Committee will also receive twice annual reporting on all CEO corporate card transactions for oversight.

This update provides information pertaining to the CEO corporate card transactions for the period 1 July 2024 to 31 December 2024.

Peter Smith – CEO

Reporting Period: 01 July 2024 to 22 October 2024

For the reporting period, the CEO:

- Did not have a corporate card;
- Lodged and received an expense reimbursement claim for motor vehicle battery repairs to the value of \$428.40.
- Did not utilise a shared corporate card (held by the Coordinator of Financial Accounting on behalf of the Council).

Michael Tudball – Interim CEO

Reporting Period: 25 September 2024 to 31 December 2024

For the reporting period, the CEO:

- Did not have a corporate card;
- Did not lodge or receive any reimbursement claim; and
- Did not utilise a shared corporate card (held by the Coordinator of Financial Accounting on behalf of the Council).

Freedom of Information

The *Freedom of Information Act 1982* extends as far as possible, the right of the community to access information in the possession of the government bodies constituted under the law of Victoria (such as Council) for certain public purposes by:

- making available to the public information about the operations of agencies and, in particular, ensuring that rules and practices affecting members of the public in their dealings with agencies are readily available to persons affected by those rules and practices; and*
- creating a general right of access to information in documentary form in the possession of Ministers and agencies limited only by exceptions and exemptions necessary for the protection of essential public interests and the private and business affairs of persons in respect of whom information is collected and held by agencies.*

As part of Councils commitments made under the Public Transparency Policy, a snapshot of the number of FOI requests made and the outcomes of those requests will be presented to Council on a quarterly basis. **Table A** below encompasses the FOI Statistics FY 24/25 – Year to Date.

TABLE A: FOI Statistics FY 24/25 – Year to Date	COUNT	COMMENTS
Total Number of Active Requests	9	
Total Number of Request Received (FY 23-24)	1	
Outcome of Requests (Valid From FY 23-24)		
Access granted in full (no exempt material)	19	
Access granted in part (some exempt material)	4	
Access denied in full (all material exempt)	0	
Withdrawn	2	
Administrative Release	1	
Not Proceeded With	2	
Act does not apply		
No Documents found	2	
Not yet finalised (60 days to pass) per s34 of the FOI Act		
Not yet finalised		
VCAT appeals lodged	-	
Outcome of VCAT Decision on Appeals Arising from Your Decision on Access		
VCAT confirmed agency decision	-	
VCAT varied agency decision	-	
VCAT Overturned agency decision	-	

Audit and Risk Committee Matters

Audit and Risk Committee Meeting Summary Minutes – 18 December 2024.

- The summary minutes for the Audit and Risk Committee meeting held on 18 December 2024 (**Appendix E**) are attached to this report and are provided for transparency for both Council and the Darebin Community.

Audit and Risk Committee Charter and Appointments

- The Audit and Risk Committee (the Committee) Charter was revised and endorsed by Council at the 16 December 2024 Council meeting.
- At the 18 December 2024 Audit and Risk Committee meeting, the Committee resolved that:
 - the Committee Charter be amended and returned to Council to reflect the appointment of Mayor and another Councillor as members of the Committee; and*
 - the Deputy Mayor be appointed as Proxy for the year.*
- A revision to the Charter, including a change to section 4.1.13, was approved by the Committee and is attached at **Appendix F** for Council endorsement.

- The Councillor appointments to the Committee at the 16 December 2024 Council meeting were:
 - Cr Dimitriadis
 - Cr Tsalkos
 - Proxy: Cr O'Brien
- To align with the revised Audit and Risk Committee Charter, the Councillor appointments to the Committee are to be updated as per **Table B**.

Table B - Standing Committees

Standing Advisory Committee	Nominees required (Based on adopted Charter and/or the Local Government Act)	Appointments 2024/25
Audit and Risk Committee	The mayor, one Councillor, and proxy.	Mayor: Cr Olaris OAM Councillor: Cr Tsalkos Proxy: Cr Dimitriadis

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Not Applicable.

Community Engagement

Not Applicable.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

(i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

(a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

Not Applicable.

Service Performance Principles

Not Applicable

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

Not applicable.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Not applicable.

Economic Development and Cultural Considerations

Not applicable.

Operational Impacts

Not applicable.

Legal and Risk Implications

Not applicable.







IMPLEMENTATION ACTIONS

Council's website will be updated to reflect the change to the various Committee appointments. The Councillor expenses will also be published on the website.

RELATED DOCUMENTS

- *Local Government Act 2020*
- Governance Rules

ATTACHMENTS

- Appendix A - Summary of Councillor Attendance Records (**Appendix A**) [↓](#) 
- Appendix B - Governance Report 24 February 2025 Questions taken on Notice at Council meeting (**Appendix B**) [↓](#) 
- Appendix C - MAV MOTION - Cr. Julie O'Brien - MAV State Council Motions 2025 (**Appendix C**) [↓](#) 
- Appendix D - Governance Report - Advisory Committee Annual Reports (**Appendix D**) [↓](#) 
- Appendix E - FINAL Summary Minutes - ARC Meeting - 18 December 2024 (**Appendix E**) [↓](#) 
- Appendix F - Revised ARC Charter - January 2025 - FINAL (**Appendix F**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



SUMMARY OF COUNCILLOR ATTENDANCE AT ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	13 January 2025
	Location:	Council Chamber (Hybrid Meeting)
PRESENT:	Councillors:	Cr. Kristine Olaris OAM (Mayor) (Chairperson) Cr. Emily Dimitriadis (Deputy Mayor) Cr. Matt Arturi Cr. Gaetano Greco Cr. Ruth Jelley Cr. Julie O'Brien Cr. Alexandra Sangster Cr. Vasilios Tsalkos
	Council Staff:	Michael Tudball Interim CEO Caroline Buisson, General Manager Project Support Nina Cullen, General Manager Community Enna Giampiccolo, Acting General Manager Customer & Corporate Rachel Ollivier, General Manager Infrastructure, Operations & Finance (item 4.1) Vanessa Petrie, General Manager City Sustainability & Strategy (item 4.2, 4.3) Srini Krishnan, Chief Financial Officer (item 4.1) Lee McKenzie Manager Buildings, Properties & Capital (item 4.1) Keith McKellar, Manager Operations & Waste (item 4.1) Allan Middlemast, Acting Manager City Futures (item 4.3) Vasili Nicolaidis, Coordinator, Sustainable Transport (item 4.3) Felicity Walsh, Interim Manager Governance and Communications (item 4.4) Jody Brodribb, Coordinator Governance Services (item 4.4)
	External Attendees:	June Anstee, Municipal Monitor Ross Millard, Municipal Monitor
APOLOGIES:		Cr Connie Boglis OAM

The Meeting commenced at 4.02pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.0	Briefing Agenda Overview	No disclosures were made
4.1	Background Briefing - Infrastructure & Asset Management	No disclosures were made
4.2	Options paper for Cultural Diversity and LGBTQIA+ action plans	No disclosures were made
4.3	Revisiting Your Street, Your Say Projects	No disclosures were made
4.4	Governance Services Team Presentation	No disclosures were made
4.5	General Business	No disclosures were made.

The Meeting concluded at 7.42pm.

RECORD COMPLETED BY:	Officer Name:	Enna Giampiccolo
	Officer Title:	Acting General Manager Customer & Corporate



SUMMARY OF COUNCILLOR ATTENDANCE AT ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	20 January 2025
	Location:	Council Chamber (Hybrid Meeting)
PRESENT:	Councillors:	Cr. Kristine Olaris OAM (Mayor) (Chairperson) Cr. Emily Dimitriadis (Deputy Mayor) Cr. Matt Arturi Cr. Connie Boglis OAM Cr. Gaetano Greco Cr. Ruth Jelley Cr. Julie O'Brien (online) Cr. Alexandra Sangster Cr. Vasilios Tsalkos (joined online at 4.11pm)
	Council Staff:	Michael Tudball Interim CEO Caroline Buisson, General Manager Project Support (item 4.1) Nina Cullen, General Manager Community (online from 4.25pm) Enna Giampiccolo, Acting General Manager Customer & Corporate (item 4.2, 4.4) Rachel Ollivier, General Manager Infrastructure, Operations & Finance Vanessa Petrie, General Manager City Sustainability & Strategy (item 4.3) Felicity Walsh, Interim Manager Governance and Communications (item 4.2) Jacinta Lidonni, Risk Adviser (item 4.2) Lalitha Koya, Chief Information Officer (item 4.1, 4.4) Christine Walsh, Chief Transformation Officer (item 4.1) Chad Griffiths, Manager City Development (item 4.1) Keith McKellar, Operations and Waste Manager (item 4.1) Michele Burton, Manager City Futures (item 4.3) Srini Krishnan, Chief Financial Officer (item 4.1, 4.4) David Cecala, Coordinator Procurement (item 4.4)
	External Attendees:	June Anstee, Municipal Monitor (online) Ross Millard, Municipal Monitor Ross Ivey, AON Samaya New, AON
APOLOGIES:		

The Meeting commenced at 4.03 pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.0	Briefing Agenda Overview	No disclosures were made
4.1	Digital Transformation (ERP) update	No disclosures were made
4.2	Strategic Risk and Risk Management Workshop – External Presenters	No disclosures were made
4.3	Options Paper for Cultural Diversity and LGBTQIA+ Action Plans	No disclosures were made
4.4	Contract Award - CT202445 Provision of IT Hardware - Supply & Delivery Laptop Devices	No disclosures were made
4.5	Council Agenda Overview – 28 January 2025	No disclosures were made.
4.6	General Business	No disclosures were made.

The Meeting concluded at 7.57pm

RECORD COMPLETED BY:	Officer Name:	Enna Giampiccolo
	Officer Title:	Acting General Manager Customer & Corporate



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	CEO Employment Matters Committee
	Date:	21 January 2025
	Location:	Hybrid – MS Teams and Conference Room
PRESENT:	Councillors:	Mayor, Cr Kristine Olaris OAM, Deputy Mayor, Cr Emily Dimitriadis, Cr Matt Arturi, Cr Connie Boglis OAM, Cr Gaetano Greco (online), Cr Ruth Jelly, Cr Julie O'Brien (online), Cr Alexandra Sangster (online), Cr Vasilios Tsalkos (online)
	Council Staff:	Enna Giampiccolo, Acting GM Customer and Corporate Yvette Fuller, Chief People Officer (online)
	Other:	Joe Carbone, Independent Chair June Anstee, Municipal Monitor (online) Ross Millard, Municipal Monitor (online)
APOLOGIES:		

The briefing commenced at 4.07pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4	Presentation from the Chair – Governance principles supporting CEO Recruitment	No disclosures were made
5.1	Draft CEO Employment Matters Committee Charter and Draft CEO Employment and Remuneration Policy	No disclosures were made
5.2	Proposals from recruitment agencies regarding the appointment of an ongoing CEO	<p>The Independent Chair declared a conflict of interest in relation to the proposals for recruitment services to appoint an ongoing CEO. The Chair declared a working relationship for one of the agencies making a proposal. The Chair left the meeting for this item.</p> <p>Cr Greco advised that in 2010, he was the recipient of a Fellowship Award in the local government sector, which was sponsored by one of the agencies. Cr Greco left the meeting for this item and did not participate in the decision.</p> <p>No other conflicts of interest were declared.</p>

The session concluded at 5.41pm

RECORD COMPLETED BY:	Officer Name:	Enna Giampiccolo
	Officer Title:	Acting General Manager Customer & Corporate

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



SUMMARY OF COUNCILLOR ATTENDANCE AT ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	3 February 2025
	Location:	Council Chamber (Hybrid Meeting)
PRESENT:	Councillors:	Cr. Kristine Olaris OAM (Mayor) (Chairperson) Cr. Emily Dimitriadis (Deputy Mayor) Cr. Matt Arturi Cr. Connie Boglis OAM Cr. Gaetano Greco Cr. Ruth Jelley Cr. Julie O'Brien Cr. Alexandra Sangster Cr. Vasilios Tsalkos (from 5.12pm)
	Council Staff:	Michael Tudball Interim CEO Caroline Buisson, General Manager Customer & Corporate Nina Cullen, General Manager Community Rachel Ollivier, General Manager Infrastructure, Operations & Finance Vanessa Petrie, General Manager City Sustainability & Strategy Enna Giampiccolo, Executive Manager Governance & Communications Lisa Wheelhouse, Manager Customer & Corporate Performance (item 4.1 & 4.2) Kassia Gibbs, Coordinator Corporate Strategy & Performance (item 4.1 & 4.2) Julie Wyndham, Senior Corporate Strategy Officer (item 4.1 & 4.2) Suzi Park, Corporate Strategy Project Officer (item 4.1 & 4.2) Carmel Ganino, Head Communications & Engagement (item 4.1 & 4.2) Jody Brodribb, Coordinator Governance Services (item 4.3) Allan Middlemast, Acting Manager City Futures (item 4.4) Stevie Meyer, Coordinator Strategic Planning (item 4.4) Lakshmanan Madhu, Senior Strategic Planner (Item 4.4)

		Keith McKellar, Manager Operations & Waste (item 4.5)
	External Attendees:	June Anstee, Municipal Monitor Ross Millard, Municipal Monitor
APOLOGIES:		

The Meeting commenced at 4.07 pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.0	Briefing Agenda Overview	No disclosures were made
4.1	Our Darebin Community Panel Report and Community Vision adoption	No disclosures were made
4.2	2024-25 Q2 Non-Financial Performance Report	No disclosures were made
4.3	Update on online Notice of Motion form and process	No disclosures were made
4.4	Preston Central Update	No disclosures were made
4.5	Hard Rubbish Service - Review	No disclosures were made.

The Meeting concluded at 6.10pm

RECORD COMPLETED BY:	Officer Name:	Enna Giampiccolo
	Officer Title:	Executive Manager Governance and Communications

Questions Taken on Notice at the Council Meeting – 28 January 2025

Question and Submission Time – Questions taken on Notice

At the Council meeting held on 28 January 2025, the following questions were taken on notice.

- **Timmee Grinham**

What action has Council taken to address safety risks for cyclists near NARC (the Northcote Aquatic and Recreation Centre) since the fatal crash between a truck and a cyclist in 2018?

Response from General Manager City Sustainability & Strategy

Thank you for your question Timmee. Following the completion of NARC, Council installed No Stopping zones on Victoria Road near the entrance to improve sight lines between drivers, cyclists and pedestrians.

Council undertook community engagement and technical assessments for the area around NARC as part of the Your Street, Your Say 'Group B' project that was delivered last year. Work has also started on a feasibility study to improve safety near the NARC entrance.

Timmee Grinham asked the Mayor whether a follow up question could be asked. The Mayor granted a follow up question. Timmee Grinham went on to further ask if there is any monitoring of those No Stopping zones around NARC?

The General Manager City Sustainability and Strategy thanked Timmee for the follow up question and confirmed that traffic enforcement officers do patrol the entire municipality, however this question would be taken on notice and specific information on patrols in that area could be provided to Timmee at a later time.

Manager City Safety & Compliance emailed Timmee on 13 February 2025.

- **Nina Collins**

1. When will Council provide a safe and accessible entrance to John Cain Memorial Park from Clarendon Street Thornbury?
2. When will Council reinstate the footpath on the western side of Sparks Avenue between Rossmoyne and Mansfield Street?
3. Will Council advocate to DTP for safety crossings for pedestrians and cyclists at the intersections of Wilmoth Street x Darebin Road, and at Collins Street x Station Street? Wilmoth Street is a key pedestrian and cyclist corridor. Darebin Road already has supported crossing at Wales Street and St David Street, and this intersection needs similar intervention. Collins Street is a dangerous intersection with Station Street. It is the primary entrance to the THS.

Response from General Manager City Sustainability & Strategy

1. Thank you for your questions, Nina. Regarding question one, Council Officers are currently investigating solutions to provide a safe and accessible entrance to John Cain Memorial Park from Clarendon Street, Thornbury. Unfortunately, no timeline has been set for the delivery of these works, but I have asked the Manager to keep you updated.
2. There's not previously been a footpath on the western side of Sparks Avenue between Rossmoyne and Mansfield Street. Unfortunately, constructing a footpath on the western side of Sparks Avenue is not feasible because of the steep embankment at this location.
3. Council is committed to advocating for the safety of pedestrians and cyclists. Officers will raise the concerns regarding safety improvements at these locations with the Department of Transport and Planning officials. Council will continue to work with DPT to explore options for safer crossings and

Questions Taken on Notice at the Council Meeting – 28 January 2025

to ensure the needs of pedestrians and cyclists are considered in any future upgrades at these intersections.

A senior officer from the Sustainable Transport team has emailed Nina to provide an updated timeline for delivery with the works to be completed during the term 1 school holidays (April 2025).

- **Courtney May**

1. How is Council progressing against the targets in the Transport Strategy to double the share of walking, cycling and public transport for all trips?
2. What plans or strategies does Council have in place to target safety improvements around schools, noting that Your Street Your Say takes a broader place-making approach to street safety projects, and specifically what action is Council taking to make sure that children riding to schools in Northcote can get there safely?
3. What plans does Council have in place to invest in strategic cycling corridors, including routes such as South Crescent – a key cycling route to the city, Northcote High and Westgarth Primary, as well as to Fairfield and Alphington, with South Crescent safety the highest ranking issue in Council's survey on transport in Northcote and Alphington in 2023.

Response from General Manager City Sustainability & Strategy

1. **Thank you for your questions Courtney. A refresh of the Darebin Transport Strategy was completed in 2022. As part of this refresh, we reviewed how Council is progressing against the key policies, actions and targets contained within the strategy. There is a refresh report that tracks progress and is available to download from Council's website. A transport officer will email this link to you.**
2. **Regarding both your questions 2 and 3, Your Street, Your Say is the main way Council currently identifies where capital projects are needed to improve safety and access. It is an integrated program that considers the needs of all transport users.**
3. **In addition to capital improvements, Council also engages closely with 3 schools each year to provide information to families about the benefits of active travel and how to do it safely around their school. This work also identifies opportunities to improve the safety of key access routes to those schools that are participating.**

A senior officer from the Sustainable Transport team has emailed Courtney a link to the copy of the Darebin Transport Strategy refresher.

MAV MOTION - CR. JULIE O'BRIEN | 24 February 2025**MAV STATE COUNCIL - FRIDAY 16 MAY 2025 - MOTION SUBMISSION FORM****• NAME OF MOTION**

"Advocating for the Victorian Independent Remuneration Tribunal to set remuneration bands for Council CEOs in Victoria"

• MOTION TEXT (MAX 250 WORDS / 1700 CHARACTERS)

That the MAV:

1. Notes and values the role of a CEO in Victorian local government which is essential to the delivery of council services for the community.
2. Notes that current legislative arrangements require councils to have regard to the state government wages policy and decisions of the Victorian Independent Remuneration Tribunal but do not provide any direct guidance on what Council CEOs receive thereby giving some discretion to councils in determining terms and conditions of CEO employment contracts and total remuneration packages.
3. Notes that the Victorian Independent Remuneration Tribunal is responsible for setting remuneration for Members of Parliament, Victorian Public Sector Executives, executives in the Victorian public sector and Mayors, Deputy Mayors, Local Councillors but not council CEOs.
4. Advocates on behalf of the sector and calls on the Victorian Independent Remuneration Tribunal to take responsibility for setting remuneration bands in line with Council Tiers for Council CEOs in Victoria in the future.

• IS THE MOTION OF STRATEGIC RELEVANCE TO THE MAV OR IS THE MOTION 'OF SIGNIFICANCE TO LOCAL GOVERNMENT' THAT IT OUGHT TO BE CONSIDERED AT THE MEETING?

For a motion to be considered at State Council, the motion or item must be of strategic relevance to the MAV or of such significance to local government that it ought to be considered at the meeting.

Yes / No

While CEO remuneration is not listed as an area of focus in the MAV strategic plan, this is a matter of significance and interest for the local government sector to ensure transparency and fairness.

- **IF THE MOTION IS OF STRATEGIC RELEVANCE TO THE MAV PLEASE INDICATE WHICH OF THE 10 ENABLING PRIORITIES FROM THE [MAV STRATEGY 2024 - 2027](#) ALIGNS WITH YOUR MOTION –**

- **Active local democracy**

- Connected places
- Health & wellbeing
- Sustainable economy
- FutureGen
- First Peoples local government relations
- Climate & regenerative design

- **Diversity, equity & inclusion**

- Resilience & recovery
- Intergenerational infrastructure

- **IS THE MOTION REPETITIVE IN A FORM OR SUBSTANCE OF A MOTION OR ITEM CONSIDERED AT THE MOST RECENTLY HELD MEETING OF THE STATE COUNCIL?**

The August 2024 State Council Meeting resolutions can be found [here](#).

~~Yes~~/**No**

- **RATIONALE FOR MOTION (MAX 350 WORDS / 2400 CHARACTERS)**

The role of a CEO in Victorian local government is essential to the delivery of council services for the community.

Current legislative arrangements require councils to have regard to the state government wages policy and decisions of the Victorian Independent Remuneration Tribunal but do not provide any direct guidance on what Council CEOs receive thereby giving some discretion to councils in determining terms and conditions of CEO employment contracts and total remuneration packages.

The Victorian Independent Remuneration Tribunal is responsible for setting remuneration for Members of Parliament, Victorian Public Sector Executives, executives in the Victorian public sector and Mayors, Deputy Mayors, Local Councillors but not council CEOs



ACTIVE AND HEALTHY AGEING ADVISORY COMMITTEE (AHAAC) ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Community Engagement Officer

REVIEWED BY: General Manager Community

COMMITTEE SUMMARY:

AHAAC represents the interests of older people. It provides advice and recommendations in relation to issues, policies and drivers that impact health, wellbeing and services delivered to residents ageing in Darebin. The committee influences Council's planning on implementing Age Friendly Darebin initiatives and policies.

Committee Members

- 9 Committee Members
- 4 Council Officers

Councillor Representative:

Cr Gaetano Greco (Chair), Cr Julie Williams

ANNUAL REPORT

Key Issues and Challenges 2024

- 2 members resigned from the committee due to personal reasons.
 - Efforts to improve the culture of the committee, based on participant feedback, focused on fostering respectful listening, encouraging open dialogue, and ensuring all members feel valued and heard. These initiatives aimed to enhance the overall management of committee meetings and support being a member of the committee as a rewarding experience, with a clear sense of purpose and contribution to meaningful outcomes.
 - A guest speaker framework was developed and implemented to ensure topic relevance, alignment with Age Friendly Darebin principles, and clear objectives, with speakers providing upfront information and committee feedback used as an age-friendly lens to improve outcomes of future council projects.
-



Key Activities / Outcomes for 2024

- Focus remained on providing updates on Councils response to the Federal Aged Care Reforms, the commencement of the Support at Home (S@H) program in July 2025 and the transition of the Commonwealth Home Support Program (CHSP) to S@H no earlier than July 2027.
- Discussions held considering Age Friendly Darebin recommendations with a focus on social connection and inclusion, housing for older people and digital inclusion.
- Various Council Officers attended as guest speakers to consult the committee on projects and policies concerning older community members.

Guest speaker topics included:

- LGBTIQA+ Action Plan
- Draft Darebin Housing Strategy
- Our Darebin Project – Community Vision/Council Plan
- Community Engagement with older adults

FUTURE PLANS

- Recruitment and induction for new committee term
- Planning in response to Federal Government aged care reforms in 2027
- Engage guest speakers to discuss relevant topics and apply age friendly lens to council projects.
- Provide input and guidance on Age Friendly Darebin planning and initiatives.

RELATED DOCUMENTS

- 'Active and Healthy Ageing Community Board Terms of Reference'
- Towards an Age Friendly Darebin (2019)



**DAREBIN ART & HERITAGE ADVISORY COMMITTEE – ANNUAL REPORT
1 JANUARY 2024 – 31 DECEMBER 2024**

AUTHOR: Coordinator, Art, Collections & Marketing

REVIEWED BY: General Manager, Community

COMMITTEE SUMMARY:

The Art and Heritage Advisory Committee provides expert advice and support to achieving the visual art, public art and heritage interpretation projects, services, and activities that Darebin Council provides to our community.

Committee Members

- Fourteen (14) community members

Councillor Representative:

- Cr. Susanne Newton
- Cr. Gaetano Greco (Proxy)

ANNUAL REPORT

Key Issues and Challenges 2024

- The commissioning of a major new public artwork (Migration Public Artwork) was a key issue requiring extensive support from the committee throughout 2024. Several committee members were co-opted to join a Migration community reference group and provide their expertise for this public art project, in addition to their attendance at the regular Art & Heritage committee meetings.
- One meeting was delayed in November 2024 due to a number of committee members unplanned absences and has been rescheduled for February 2025.

Key Activities / Outcomes for 2024

- Three meetings of the Art & Heritage Advisory Committee were held between January – December 2024.
 - The committee have provided ongoing support and advice around the commissioning of a major new public art project for Darebin, the Migration public artwork.
 - Collections management guidance and industry benchmarking was provided for Darebin's indoor art collection, particularly around the topics of safe storage, and management of works of unknown provenance.
 - The committee advised on new acquisitions to the Darebin Art Collection, as part of Darebin's ten-year capital works plan.
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- The committee participated in a workshop on the Darebin 2041 Community Vision & Council Plan 2025-2029 in partnership with the community engagement team.
 - One committee member resigned in November 2024 reducing the number of committee members to thirteen for 2025.

FUTURE PLANS

- Developing a public art decommissioning policy and plan for decommissioning several public artworks Darebin that are beyond their intended lifespan.
- Continued improvement strategies relating to collections management for the Darebin Art Collection.
- Ongoing fundraising and sponsorship strategies and research.

RELATED DOCUMENTS

Darebin Art & Heritage Advisory Panel Terms of Reference



DAREBIN ABORIGINAL ADVISORY COMMITTEE – ANNUAL REPORT**1 JANUARY 2024 – 31 DECEMBER 2024****AUTHOR: Senior Aboriginal Partnerships Officer****REVIEWED BY: General Manager City Sustainability & Strategy****COMMITTEE SUMMARY:**

The purpose of the Darebin Aboriginal Advisory Committee (DAAC) is to provide Council with strategic cultural advice, direction, opportunity and representation on behalf of the Darebin Aboriginal and Torres Strait Islander community and its' organisations.

DAAC also provides strategic input into Council's projects, initiatives and oversees delivery of the Council Plan through the development of a Darebin Aboriginal and Torres Strait Islander Action Plan and implementation of the Aboriginal and Torres Strait Islander Employment Strategy (2017-2027) and the Towards Framework (2019-2029). This work is underpinned by the Statement of Commitment to Traditional Owners and Aboriginal People (2019) and further informed by the DAAC "Our Black Lives Matter" Statement (2020).

Committee Members

- 9 Aboriginal and Torres Strait Islander community members

Councillor Representative:

From January 1st until 25 October 2024

- Co-Chair – Mayor Cr Susanne Newton
- Cr Gaetano Greco
- Cr Susan Rennie
- Cr Julie Williams
- Cr Trent McCarthy

From 16 December 2025:

- Co-Chair – Mayor Cr Kristine Olaris
 - Deputy Mayor Cr Emily Dimitriadis
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ANNUAL REPORT

Key Issues and Challenges 2024

- Aboriginal and Torres Strait Islander children encountering racism in sport
- Aboriginal and Torres Strait Islander representation on the Our Darebin community panel

Key Activities / Outcomes for 2024

- Recruitment of 4 new committee members during 2024, bringing the total members to 9.
- Yarning Circles for DAAC to provide feedback for the OurDarebin project.
- DAAC members advised on the Aboriginal Action Plan

FUTURE PLANS

- Review the Darebin Aboriginal Advisory Committee Terms of Reference.
- Advice and guidance to council on matters of importance to the local Darebin Aboriginal community.
- Advice and guidance on council projects, plans and policies
- Ongoing Recruitment
- Accommodating Wurundjeri Elders on the DAAC

RELATED DOCUMENTS

- Darebin Aboriginal Advisory Committee Terms of Reference
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DAREBIN DISABILITY ADVISORY COMMITTEE

AUTHOR: Acting Team Leader Access and Inclusion

REVIEWED BY: General Manager City Sustainability and Strategy

COMMITTEE SUMMARY:

The Darebin Disability Advisory Committee (DDAC) provides advice to Council on issues relating to access and inclusion for people with disabilities and carers living, working, studying or visiting Darebin. The purpose of DDAC is to promote and advocate for improved access and equity within Council and the wider community, irrespective of age, type of disability, gender, culture or linguistic background.

The Committee also monitors the implementation of Council's Access and Inclusion Plan.

Committee Members

- 6 x community members (currently one vacancy)
- 4 x carers
- 2 x service providers (Melbourne Polytechnic and MA Support Services)

Councillor Representative:

From 1st Jan – 25 October 2024:

- Chair: Cr. Williams
- Proxy: Cr. Lawrence

From 16th December 2024:

- Chair: Cr Tsalkos
- Proxy: Cr Arturi

Meetings held – 1 January 2024 – 31 December 2024

- Tuesday 5 March 2024
 - Tuesday 4 June 2024
 - Tuesday 2 July (Special Meeting)
 - Tuesday 6 August (Special Meeting)
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- Tuesday 3 September 2024
 - Tuesday 26 November 2024

PROGRESS REPORT

Key Issues and Challenges for 1 January 2024 to 31 December 2024

- Committee members have requested that the standard Terms of Reference for Council advisory committees are reviewed to ensure that the language is accessible.
 - Committee members would like Council to 'close the loop' on projects that the DDAC provide advice on.
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Key Activities / Outcomes for 1 January 2024 to 31 December 2024

- DDAC provided feedback regarding the following projects at the March, June, September, and November meetings:
 - Darebin Council Community Awards (Disability Category)
 - LGBTIQ* Action Plan
 - Outdoor Dining and Trading Policy and Design Guidelines
 - Housing Strategy
 - Future redevelopment of Reservoir Leisure Centre
 - 2024 Year in review of DDAC priorities and achievements
 - Planning DDAC priorities for 2025

- DDAC provided feedback regarding the following projects in Special Meetings:
 - Route 86 Tram Accessibility Upgrades
 - Hard Waste Trial
 - Darebin 2041 Community Vision Review and new Council Plan

FUTURE PLANS

- Continued input into Darebin Access and Inclusion Plan activities
- Provide feedback on the High Street Redevelopment and Hard Waste Trial
- Planning for the International Day People with Disability 2025 project

RELATED DOCUMENTS

- Darebin Disability Advisory Committee Terms of Reference



DAREBIN EDUCATION NETWORK – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Community Development Officer

REVIEWED BY: General Manager, Community

COMMITTEE SUMMARY:

The purpose of this Network is to provide advice and recommendations in relation to:

- Promoting equitable and quality learning and education for all students across Darebin primary and secondary schools across all education sectors;
- Emerging and ongoing priorities and areas of partnerships that address equity in education, especially for students who experience educational disadvantage and in student wellbeing.

Committee Members

- Principals or representatives from all Darebin schools are invited to participate – Up to 15 schools participate in quarterly meetings.
- 3 x Representatives from North East Melbourne Area of the North West Victoria Region of the Department of Education and Training (DET) including Senior Education Improvement Leader and Koorie Education Support Officer (KESO).
- Council Officers, Darebin City Council.

Councillor Representative:

Chair: Councillor Trent McCarthy

ANNUAL REPORT

Key Issues and Challenges 2024

- Strengthening collaboration between Darebin schools and diverse areas of Council and Darebin-based community organisations – Darebin Recreation and Leisure Services, Darebin Community Grants, Darebin Festival and Events, Darebin Health and Wellbeing Planning and Engagement, Bundoora Homestead, Islamic Museum of Australia and Aboriginal Advancement League.
 - Embedding learning and teaching of local Aboriginal history and culture and truth-telling in schools.
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- Supporting schools to develop culturally safe schools for all students – with a focus on First Nations students and students from culturally and linguistically diverse backgrounds.
 - Digital safety for students and parents.

Key Activities / Outcomes for 2024

- Three Network meetings were held with excellent guest presentations, discussion, and shared learning including:
 - Teaching and learning resources available to all schools at the Islamic Museum of Australia (IMA) and discussion about how IMA and schools can better engage.
 - Tour of truth-telling exhibition at Bundoora Homestead
 - Discussion about sexism and misogyny in Darebin schools
 - Presentation and discussion by CEO, Aboriginal Advancement League (AAL) – History and current priorities
 - Submission to the Yoorrook Justice Commission *The voices of primary school students participating in the Darebin Schools' NAIDOC Yarning Conferences, 2018 - 2023 – Reflections and learnings and their call for truth-telling and justice for Aboriginal people;* February 2024.
 - Careers tour and visit by First Nations students of Reservoir High to Council. This was a collaboration between Community Inclusion and People and Culture.
 - Greater participation and breadth of schools and projects successful in small (3), youth (3) and venues support (2) applications - Community Grants 2024- 2025.
 - Two schools and community specific workshops for parents and carers by partner/provider *Evo/ve*, on 'Digital Safety and Wellbeing' - East Preston Islamic College, Preston North East PS and Somali Australia Council of Victoria.
 - The **Seventh** Darebin Schools' NAIDOC Yarning Conference held with 450+ Year Five students and staff from 21 Darebin schools, held at Bundoora Park Farm. 25 + First Nations cultural educators shared cultural knowledge, truth-telling and interactive activities to the theme of Keep the Fire Burning – Blak, Loud and Proud. Pre-Conference learning material, prepared in collaboration with cultural advisors and Darebin Schools' Working Group was carried out in most participating schools and provided a strong basis for student active participation at the Conference. First Nations students from two schools were provided with a platform to speak and perform.
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FUTURE PLANS

- Continuation of two key priority areas of the Network: embedding teaching and learning Aboriginal history and culture; and facilitating and co-contributing to the wellbeing initiatives of schools.
- Continue to strengthen and facilitate understanding and collaboration between Darebin schools and diverse areas of Council and partner community organisations.
- Respond to emerging and ongoing areas in education, including disability Inclusion, anti-racism, mental health and climate justice.
- Continue to facilitate Darebin Education Network meetings in premises of diverse partner organisations across Darebin and Council managed services.

RELATED DOCUMENTS

Darebin Education Network Terms of Reference.



CLIMATE EMERGENCY DAREBIN ADVISORY COMMITTEE – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Climate and Community Officer

REVIEWED BY: General Manager City Sustainability and Strategy

COMMITTEE SUMMARY:

Climate Emergency Darebin Advisory Committee (CED AC) provides advice and recommendations to Council about implementing Council's Climate Emergency Plan.

Advice and recommendations are about climate emergency leadership and implementing towards emissions reductions and community resilience, review of policy and program development, building community capacity towards adaptation and effective community engagement on Council's Climate Emergency Plan. The terms of reference can be [found here](#).

Committee Members

- Nine community members at the end of 2024.
- A recruitment process in 2024 to replace three mid-term retirements resulted in three nominations and two appointments.

Councillor Representative:

1st January – 25th October 2024:

- Cr. Trent McCarthy
- Cr. Susan Rennie
- Cr. Emily Dimitriadis
- Cr. Tom Hannon (Proxy commencing 2024)

From 16th December 2024:

- Cr O'Brien
 - Proxy: Cr Dimitriadis
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ANNUAL REPORT

Key Issues and Challenges 2024

- Mid-term recruitment resulted in two of three replacement appointments as one nominated applicant withdrew her application. An additional process was not undertaken as membership is due for renewal in 2025.
- One meeting was delayed pending Council approval of the Climate Emergency Plan and then cancelled due to Caretaker prior to the Council elections.
- As per the Terms of Reference, a working group meeting of eligible members was able to proceed during Caretaker to enable continued discussion about the Climate Emergency Plan.
- CED AC focus remained on providing advice on the Climate Emergency Plan, noting that once approval was received from Council (July 2024) members' focus shifted to providing advice on developing and implementing specific actions.

Key Activities / Outcomes for 2024

Two committee meetings and one member workshop were held from 20 March and up to and including 31 December 2024. The committee provided advice and/or feedback on the following aspects of the Climate Emergency Plan (CEP):

- Structure, scope and objectives of each Pillar within the CEP.
- Approaches, networks and strategies for reaching a diverse audience for the Stage 2 community consultation about the CEP.
- Detailed feedback and advice on emerging plans for specific actions.

FUTURE PLANS

- Recruit, induct and welcome new committee members.
- Provide ongoing advice to inform the planning and implementation of various actions within the Climate Emergency Plan.
- Support development of advocacy, awareness raising and community engagement with the Climate Emergency Plan.

RELATED DOCUMENTS

- Climate Emergency Darebin Advisory Committee Terms of Reference.
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DAREBIN COMMUNITY AWARDS SELECTION COMMITTEE ANNUAL REPORT**1 JANUARY 2024 – 31 DECEMBER 2024****AUTHOR: Festival & Events Coordinator****REVIEWED BY: Manager Creative Culture & Economic Development****COMMITTEE SUMMARY:**

The annual Darebin Community Awards highlight the wonderful and impactful contributions our community members make to the City of Darebin.

The Darebin Community Awards Selection Committee is made up of diverse community representatives, and former award recipients, who assesses nominations for the Darebin Community Awards and recommends award winners. Meetings are chaired by the Mayor.

The Darebin Community Awards Presentation Night was held on 15 of September at Narrandjeri Stadium. It was a truly memorable evening for the Darebin community, with over 170 residents in attendance.

Committee Members

Representative group blend:

- Darebin Aboriginal Advisory Committee Members x 2
- Darebin Ethnic Communities Council Representatives x 2
- Community Representatives x 3
- Former Award Recipients x 3

Councillor Representative/Chair:

- Former Mayor Cr. Susan Newton

ANNUAL REPORT**Key Issues and Challenges 2024**

- The Darebin Community Awards Presentation night was delivered within the FUSE Festival Spring program on 15 September 2024.
 - A challenge in event delivery in 2024 was the unexpected change of dates associated with the formal Caretaker period, which was brought forward by a week to 17 September, as declared by the Minister for Local Government.
 - The sudden, unexpected close proximity of the Caretaker period meant social media and communications to celebrate the Community Award outcomes were restricted.
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- A small change to future dates will be discussed by the Committee in 2025 to reduce this future risk.

Key Activities / Outcomes for 2024

- Every year the Darebin Community Awards highlight the wonderful and impactful contributions our community members make to the City of Darebin.
- Two meetings were held during the year, in addition to the Darebin Community Awards Presentation Night on 15 September 2024.
- The annual presentation was delivered during FUSE Spring, prior to caretaker period.
- Darebin Community Awards Presentation Night was held on 15 of September at Narrandjeri Stadium. It was a truly memorable evening for the Darebin community, with over 170 residents in attendance.
- A review of the Darebin Community Awards, initiated by a Council Notice of Motion in April 2022, was delayed due to operational requirements and staffing changes. A report with findings and recommendations will be presented to Council in 2025.
- After a recruitment drive for new selection community members, we inducted two new Committee members in 2024.
- The committee participated in a workshop on the Darebin 2041 Community Vision & Council Plan 2025-2029 in partnership with the community engagement team.

List of 2024 Winners

- Citizen of the Year - Kate Jost
- Special Commendation Citizen of the Year Category - David Malone
- Young Citizen of the Year – Isabella Pingitore
- Special Commendation Youth of the Year Category - Thomas Taylor
- Special Commendation Youth of the Year Category – Minne O’Sullivan
- Aboriginal & Torres Strait Islander Community Joint Leaders of the Year - Commissioner Travis Lovett and Aunty Rieo Ellis.
- Community Group of the Year Volunteers at Darebin Information Volunteers - Resource Service (DIVRS)
- Special Commendation Group of the Year Category - Gurwidj Neighbourhood House Women's Group
- CALD Elder Community Leader of the Year - Ngoc Hanh Le
- And Lifetime Achievement Award – Lisa Cappola



FUTURE PLANS

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- A communication plan for the 2025 Darebin Community Awards is to be completed, with nominations opening in Autumn 2025.
 - A meeting with the new Chairperson (Mayor) and the existing Darebin Community Awards Selection Committee will be held in March 2025.
 - A small change to future dates will be discussed by the Committee in 2025 to reduce risk of future Caretaker period clash.
 - A review of the Darebin Community Awards, initiated by a Council Notice of Motion in April 2022, was delayed due to operational requirements and staffing changes. A report with findings and recommendations will be presented to Council in 2025.

RELATED DOCUMENTS

- Darebin Community Awards Selection Committee Terms of Reference.
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DAREBIN INTERFAITH COUNCIL - ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Community Development Officer

REVIEWED BY: General Manager Community

COMMITTEE SUMMARY:

The Darebin Interfaith Council provides advice to Council on issues affecting faith communities and informs Council decision-making about policy, program, and services on interfaith-related matters. The purpose of the Committee is to create opportunities for dialogue between religious leaders and community members of diverse faith backgrounds, by providing leadership on matters of interfaith relations, interfaith understanding, and cooperation in the City of Darebin by promoting social harmony and cohesion between diverse faith communities and the protection of human rights.

Committee Members

- Northern Community Church of Christ
- Sikh Interfaith Council of Victoria, Community Representative x 1
- Greek Orthodox Archdiocese of Australia - District of Northcote
- West Preston Baptist Church
- Masjid Ahlulbait Mosque
- Circles of Light Centre, Community Representative x 1
- Saint George Antiochian Orthodox Cathedral
- Sacred Heart Catholic Parish Preston
- Preston Mosque
- Focolare Movement
- Our Lady of Lebanon Maronite Catholic Church x 2
- St Mark's Coptic Orthodox Church
- Bahai Community of Darebin
- Taste of India, Community Representative x 1
- Victoria Police Multicultural Liaison x 2

Councillor Representative:

- Cr. Gaetano Greco (Co-Chair)
- Cr. Julie Williams (Proxy)



ANNUAL REPORT

Key Issues and Challenges 2024

- Eight new members were welcomed in March this year. An induction meeting in person took place, where newly recruited members met with long-term members to introduce each other, exchange interfaith knowledge and challenges, and build and celebrate group culture.
- Committee members would like to keep participating in Joint Committee meetings to share knowledge and exchange community engagement practices by applying interfaith and multicultural lenses.
- Committee members continue to agree to form small groups to lead projects/activities with assistance and guidance from Council officer. This engagement style will allow the Committee to be more dynamic.
- Committee members have continued to meet and focus on strengthening social cohesion in Darebin despite challenging times for interfaith relations due to global wars and intractable conflicts affecting Darebin's multifaith and multicultural communities.

Key Activities / Outcomes for 2024

- Participated in Thai Pongal celebration, a multi-day Hindu harvest festival celebrated by Tamils.
- Attended the Darebin Volunteer Expo 2024.
- Provided feedback on Council's Leasing and Licensing Policy.
- Participated in the East Reservoir Community Iftar event led by the Somali Australia Council of Victoria (SACOV).
- Celebrated the 'Meet The Makers Picnic' event at the Bundoora Homestead Art Centre.
- Provided input and feedback to the Darebin Council Climate Emergency Plan 2024-30.
- Participated in the Council's Community Grant Program 2024.
- Attended the Gaanasaagaram event, a concert celebrating the Indian New Year at the Darebin Arts Centre.
- Took part in Council consultation about Heritage Amendment - Places of Worship.
- Held a Special Meeting to discuss and provide guidance on Council Resolution 12.1, as well as Flag Policy and Procurement Policy.
- Participated in the 2024 Intercultural Centre Cultural Diversity Oration.
- Organized and hosted the 2024 Refugee Week Dinner, the theme of the year was 'Finding Freedom: Family'.
- Attended the Welcoming Cities Accreditation Celebration in Council.
- Provided feedback on the new 'Darebin Families, Youth and Children Strategy: A Framework for Collective Action'.
- Participated in the Annual Multifaith and Multicultural Shabbat and Kiddush celebration at St Kilda Hebrew Congregation.



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- Took part in the First major Panagiri, the Youth Conference and Festival, at the Holy Monastery of Axion Estin, Greek Orthodox Archdiocese of Australia.
 - Attended the 36th Annual Gathering 'Signing of the Common Statement' Interfaith Network of the City of Greater Dandenong.
 - Held an online workshop to provide input and feedback on 'Darebin's Community Vision and Council Plan 2025-2029' with Darebin's Community Engagement Team.
 - Attended the Onam Celebration event, an annual harvest and Hindu cultural festival, organized by the Taste of India cultural group.
 - Participated in the 'Egyptian Cultural Festival 2024 - Banquet Lunch' at the St Mark's Coptic Orthodox Church.
 - Attended the historic visit of His All-Holiness Ecumenical Patriarch Bartholomew at the Holy Monastery of Axion Estin.
 - Took part in the End-of-Year gathering with Hume Interfaith Network and Whittlesea Interfaith Network.
 - Provided feedback to the Darebin Arts Community Survey about its Arts & Cultural Services.
 - Participated in the end-of-year campaign 'Darebin Celebrates', which provided community support during the festive season.

FUTURE PLANS

- Continue to meet and collaborate with other Interfaith Networks across Melbourne.
- Planning for Refugee Week Dinner 2025.
- Planning for the 2025 Darebin Interfaith Dialogue Community Forum.
- Continue collaborating with other Council's Advisory Committees.
- Continue providing input and feedback to Council's key policies and projects.
- Continue to respond to emerging and ongoing global trends affecting the social cohesion of Darebin's multifaith and multicultural communities.

RELATED DOCUMENTS

- Darebin Interfaith Council Terms Of Reference (TOR) 2023



DAREBIN NATURE TRUST – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Urban Ecology and Biodiversity Officer

REVIEWED BY: Manager Natural and Civic Spaces

COMMITTEE SUMMARY:

The purpose of the Darebin Nature Trust is to provide a sounding board to Council in relation to matters affecting biodiversity and the natural environment in Darebin's open space. This includes:

- Identifying and actioning opportunities to improve biodiversity and urban livability.
- Raising awareness and building community custodianship of our natural environment and biodiversity
- Advocating to protect and enhance Darebin's natural environment for current and future generations.

Committee Members

- 9 community members

Councillor Representative:

- Cr Trent McCarthy (Chair)
- Cr Susanne Newton (Proxy)
- Cr Emily Dimitriadis

ANNUAL REPORT

Key Issues and Challenges 2024

- Due to Council elections, Councillors were not present at two of the four meetings (September and December) which were instead held as community engagement sessions.
 - Members identified opportunities to improve their engagement as part of the DNT:
 - To focus on practical actions and clearer policy guidance
 - Timely consultations
 - To have formal responses to DNT's contributions to projects
-



Key Activities / Outcomes for 2024

- Induction of 10 new members which included an overview of:
 - DNT's purpose and guiding principles
 - Terms of Reference
 - Code of conduct
 - Darebin's commitment to our values, equity and diversity, and safety and well-being
 - Council plan and strategies relevant to the DNT
- Climate Emergency Plan consultation focusing on the Caring for Country Pillar.
- Review of natural environment strategies and plans, and discussion about the top priorities for our biodiversity. This work will help guide next renewal proposals.
- Discussion on how to improve our Citizen Science initiatives to:
 - Expand network of collaborators and participants.
 - Fill knowledge gaps and improve quality of data collected.
- Consultation - Our Vision. Our Plan. Our Darebin. The DNT brought a new perspective by highlighting that Council's current priorities are human-centric, lacking consideration of environmental and other species' health.

FUTURE PLANS

- To incorporate feedback from DNT members into future plans and initiatives, ensuring their insights shape opportunities as they emerge.
- As agreed by members, we will work on creating more opportunities for interaction between meetings.
- The DNT will continue to foster conversations and provide advice around initiatives relating to:
 - The improvement of Darebin's urban ecosystems for the benefit of people and biodiversity.
 - Policies and strategies that contribute to the protection and enhancement of Darebin's natural environment.
 - Advocacy, awareness raising and community engagement to build community custodianship of our natural environment.

RELATED DOCUMENTS

- Darebin Nature Trust Advisory Committee Terms of Reference (updated in December 2023).
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**GENDER EQUITY ADVISORY COMMITTEE – ANNUAL REPORT
1 JANUARY 2024 – 31 DECEMBER 2024**

AUTHOR: Gender Equity Officer

REVIEWED BY: General Manager City Sustainability and Strategy

COMMITTEE SUMMARY:

The purpose of this Committee is to provide advice and recommendations (where appropriate) to Council in relation to issues affecting women and gender-diverse communities in the City of Darebin, and to promote and advocate for equality and social inclusion of all women and gender-diverse people in the Darebin community.

Committee Members

- 15 members
- 14 community members (including 2 young members aged 15)
- 1 organisation representative from Women's Health in the North (WHIN)

Councillor Representative 1 January – 25 October 2024:

- Cr. Susan Rennie (Chair)
- Cr. Emily Dimitriadis (Proxy)

2025 Councillor Representatives appointed 16 December 2024:

- Cr. Kristine Olaris OAM, Mayor (Chair)
 - Cr. Ruth Jelley (Proxy)
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ANNUAL REPORT

Key Issues and Challenges 2024

- Ensuring advocacy is inclusive of all people experiencing gender-based discrimination and violence including women, trans, non-binary and gender diverse people has been an ongoing focus of this Committee (formerly called the Women's Advisory Committee prior to 2022). While Committee membership is primarily comprised of women, providing advice which considers intersecting forms of privilege and disadvantage across the spectrum of gender, responds to growing community need and aligns with Council responsibilities under the Gender Equality Act 2020, Victorian Charter of Human Rights and Responsibilities Act 2006, Sex Discrimination Act 1984.
- Eleven new members were welcomed in March this year. The role of members including their rights and responsibilities, group culture and ability to meaningfully advocate for gender equality on Council projects can be challenging to achieve in the time frame available for Officers to support and facilitate Committee meetings.
- While meeting four times per year aligns with (and sometimes exceeds) Officer resources available to support and facilitate Committees, infrequent meetings can result in challenges for members including 'closing the loop' on projects; competing demand for guest presenters to attend who are seeking input prior to submitting projects to ELT or Council, resulting 'packed' agendas - not conducive to meaningful discussion and provision of advice.

Key Activities / Outcomes for 2024

Four meetings were held during 1 March 2024 up to and including 3 December 2024.

The committee provided advice and/or feedback on the following Council projects and initiatives:

- Molly Hadfield Social Justice Oration for International Women's Day
 - LGBTQIA+ Action Plan Development
 - New draft Climate Emergency Plan – presentation.
 - Local Laws Review
 - Free from Violence whole of Council Program, Health Check review
 - Darebin Community Vision and Council Plan consultation
 - Awareness raising campaigns including Week without Violence October and 16 days of Activism against gender-Based Violence
 - Overview of State Government's Fair Access Policy at Darebin
-



Recruitment and member support:

- Eleven new members were recruited in March. New administrative supports were developed including member volunteer position descriptions to provide greater clarity to members about their role and responsibilities.
- Two young people (14-15 years) have joined the Committee. Subsequently a new Child Safe procedure was developed to support young members on the Committee, and all other members were required to obtain Working with Children Checks for the first time. Having a youth perspective on the Committee has enriched the advice the Committee has been providing this year.

FUTURE PLANS

- Review membership tenure in line with Terms of Reference and new Council term.
- Provide advice to inform the implementation of Darebin's new whole of Council Free from Violence Local Government program.

RELATED DOCUMENTS

- Gender Equity Committee Terms of Reference



**LGBTIQA+ ADVISORY COMMITTEE – ANNUAL REPORT
1 JANUARY 2024 – 31 DECEMBER 2024**

AUTHOR: Equity & Human Rights Partnerships Lead

REVIEWED BY: General Manager City Sustainability & Strategy

COMMITTEE SUMMARY:

The purpose of this Committee is to provide advice and recommendations (where appropriate) to Council in relation to issues and barriers to equality affecting people in the City of Darebin who identify as lesbian, gay, bisexual, transgender, gender diverse, intersex and/or queer (LGBTIQA+) and their families.

The Committee also has a role to Promote and advocate for equality and social inclusion of LGBTIQA + communities within the wider context of the Darebin community, and raise awareness and promote understanding of diverse sexualities, genders and sex characteristics as facets of diversity in the broader Darebin community.

Committee Members

- 10 community members.

Councillor Representative 1 January – 25 October 2024:

- Cr. Susanne Newton (Chair)
- Cr. Susan Rennie (Proxy)

2025 Councillor Representatives appointed 16 December 2024:

- Cr. Julie O'Brien (Chair)
- Cr. Kristine Olaris OAM, Mayor (Proxy)

ANNUAL REPORT

Key Issues and Challenges 2024

- Ongoing discussion of evidence that points to an increase in transphobia in the broader community and what Council can do within Darebin and elsewhere to counter this rise and to protect transgender people and communities, and LGBTIQA+ people more broadly.
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- The urgent need for facilitation of community connections for LGBTIQ+ people – including across generations and across sub-communities – to support good health and wellbeing, as an antidote to isolation and loneliness, as a protective measure against hate and vilification (& their consequences for mental health and wellbeing in particular) and to address bias and discriminatory behaviour within the community.
 - Ensuring LGBTIQ+ events & activities are fully accessible to all, noting the reality and impacts of intersectional identities in LGBTIQ+ communities – such as disability.

Key Activities / Outcomes for 2024

- Discussion and analysis of the complete community engagement findings from the stage 1 community engagement on the new LGBTIQ+ Action Plan.
- Identification of the most critical themes and opportunities within the community feedback on the new Action Plan as well as distillation of guiding principles and priorities to guide the next development stage.
- Presentation by Justine Dalla Riva, CEO – Victorian Pride Centre on planning for accessibility and inclusion – what she has learned through her time at VPC.
- Receipt of updates on work towards achieving Rainbow Tick Accreditation for three services / units in the Community Services and Development department.

FUTURE PLANS

- Ongoing participation in, including provision of advice on the development of the LGBTIQ+ Action Plan.
- Identification of potential actions where the Committee can directly contribute to the planning / delivery / progress over time
- Provision of expertise on opportunities for council to address and explicitly counter transphobia – and by extension, homophobia, biphobia and intersex discrimination – in our work with the broader community including within Darebin.

RELATED DOCUMENTS

- LGBTIQ+ Advisory Committee Terms of Reference
-



DAREBIN WELCOMING CITIES COMMUNITY REFERENCE GROUP – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: MULTICULTURAL & DIVERSITY PROJECT OFFICER

REVIEWED BY: GENERAL MANAGER CITY SUSTAINABILITY & STRATEGY

COMMITTEE SUMMARY:

Darebin Welcoming Cities Community Reference Group (the Reference Group) seeks to ensure that Council meets its commitment to be a welcoming and inclusive city through providing advice and recommendations (where appropriate) to Council on Council's strategies, programs and services with focus on culturally diverse and migrant communities, as well as through identifying opportunities for collaboration and partnership development.

Committee Members

- 6 community members.
- Darebin Ethnic Communities Council x 1
- Darebin Aboriginal Advisory Committee x1
- Darebin Interfaith Council x1
- AMES x1
- Victorian Equal Opportunity and Human Rights Commission x1
- Spectrum Migrant Resource Centre x1

Councillor Representative:

January-December 2024:

- Cr Tom Hannan
- Cr Gaetano Greco (proxy)

2025 Councillor representatives appointed on 16 December 2024:

- Cr. Gaetano Greco (Chair)
 - Cr. Ruth Jelley (Proxy)
-



ANNUAL REPORT

Key Issues and Challenges 2024

- Managing the competing demands and volume of agenda items in response to various requests for consultation with the group and or requests for bringing emerging subjects into the attention of the group.
- Hybrid meeting arrangement that sometimes limits the amount of engagement for those members who attend online.

Key Activities / Outcomes for 2024

- **Meetings:** During January to December 2024, three meetings were held (on 27 Feb., 28 May & 27 Nov.) and the Reference Group members were updated, and they provided feedback on the following Council actions and initiatives:
 - Migration Public Artwork
 - Council resolution in Feb. 2024 on 'Reviews and updates Council's Social and Sustainable Procurement Policy'.
 - Council's resolution in April 2024 on conflict in Gaza.
 - Darebin 2041 Community Vision and the new Council Plan 2025-2029.
- **Mid-term Recruitment:** A mid-term recruitment for the group's membership conducted during Feb. to April 2024. As a result, four new members joined the group and replaced the members who discontinued their membership in the group for the second half of the term.
- **'Cultural Diversity Employment Data' motion:** The group, through advice and advocacy, supported Council's motion for considering the establishment of the baseline data for the Council's internal Workforce Diversity with focus on staff from culturally and linguistically diverse backgrounds.
- **Welcoming Cities Accreditation:** In 2024, the reference group provided significant support to the Council's accreditation with Welcoming Cities. This included the accreditors in person consultation with the group and active participation in the accreditation celebration in Shire Hall.

FUTURE PLANS

- In 2025, the main focus of the group will be advising and supporting the Council with the development of the new Cultural Diversity & Inclusion Action Plan.

RELATED DOCUMENTS

- [Darebin Welcoming Cities Community Reference Group Terms of Reference](#)
-



EDGARS CREEK AND EDWARDES LAKE TASK FORCE – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Principal Environment and Conservation

REVIEWED BY: General Manager Infrastructure, Operations and Finance

COMMITTEE SUMMARY:

The purpose of this Committee is to provide advice and recommendations (where appropriate) to Council in relation to initiatives that significantly improve the environmental health of Edgars Creek and Edwardes Lake with the purpose to improve water quality, build flood resilience, and enhance the natural environment.

Committee Members

There are 11 committee members, with representatives from:

- Friends of Edwardes Lake x1
- Friends of Merri Creek x1
- Friends of Edgars Creek x1
- Merri Creek Management Committee x1
- Reservoir Frogs Water Watch Group x1
- Yarra Valley Water x1
- Wurundjeri Woi Wurrung Corporation x1
- Melbourne Water x1
- Environment Protection Authority (EPA) x1
- Merribek City Council x1
- Darebin City Council x1

Councillor Representative:

- Cr. Gaetano Greco
 - Cr. Susanne Newton (proxy)
 - Cr. Line Messina (proxy)
-



ANNUAL REPORT

Key Issues and Challenges 2024

- Non-compliance with dog on-leash regulations at the park.
- Fishing at the Edwardes Lake.
- Plans and progress towards Edwardes Lake Boathouse redevelopment.
- Growing Australian White Ibis population at the lake (under monitoring).
- Ongoing poor water quality and pollution events, including significant spills that have greatly impacted the environment and local wildlife from August 2024.
- Challenges in responding to pollution events, such as accountability between agencies and enforcement and compliance actions.

Key Activities / Outcomes for 2024

- New planting areas to improve habitat and riparian vegetation supported by Darebin City Council and Friends of Edwardes Lake.
- Successful Green Links Grant (DEECA) application by Friends of Edwardes Lake, with extensive revegetation areas.
- Active monthly WaterWatch volunteering group for water monitoring.
- Active weekly Litter Watch/Litter Collection and Reduction and Weeding volunteering groups, contributing to habitat management and pollution prevention.
- Dogs on leash and No Fishing patrols in partnership with Local Laws (Darebin City Council).
- Installation of a water sensor to better monitor water quality at Edgars Creek and Edwardes Lake, installed near the Merri drains outlet.
- Initial consultations and assessments for works at the Gross Pollutant Trap (north of Leamington Street Wetlands).
- Consultation in the "Our Darebin" (Community Vision and new Council Plan) project.
- Strengthening partnerships with Hume and Whittlesea City Councils.

FUTURE PLANS

- Review of Terms of Reference and Committee.
 - 15 new sites inspections as part of EPA Waterway Harm Prevention Program in partnership with Council officers, to improve business practices and compliance with environmental laws.
 - Progress with Gross Pollutant Trap decommission and/or stormwater design project.
 - Signage Plan update aiming to review and better integrate communications regarding activities at the park and surrounds (e.g., fishing not permitted, dogs on leash, educational content).
-



RELATED DOCUMENTS

- Edgars Creek and Edwardes Lake Task Force Terms of Reference (September 2023)



YOUNG CITIZEN JURY – ANNUAL REPORT

1 JANUARY 2024 – 31 DECEMBER 2024

AUTHOR: Coordinator Youth services

REVIEWED BY: General Manager Community

COMMITTEE SUMMARY:

The Darebin Young Citizen Jury enables young people to participate in civic life, develop leadership skills, contribute to Council, and other relevant bodies, decision making about issues that are important to them and have a voice about possible solutions.

The Jury provides a space that enables discussion and allows for diverse views to be shared. It also provides opportunities for young people to give feedback on, and co-design, policy and projects relevant to young people and the broader community.

Committee Members

The Young Citizen Jury included 10 active members plus 4 co-opted members that supported projects and activities.

Councillor Representative:

Not Applicable – Councillors are not represented on this advisory committee.

ANNUAL REPORT

Key Issues and Challenges 2024

- At the start of each year members share what they are passionate about. These issues form the key topics and projects that the Jury will focus on over the year. Key issues identified for 2024 included: Cost of Living, Housing, Mental Health, Equity, Employment Rights, Sustainable Transport and Liveable Communities.



-
- Jury members have continued to form small groups to lead projects, activities and discussions regarding these key issues and challenges. These issues have also been reflected in Council's Families, Youth and Children Strategy.

Key Activities / Outcomes for 2024

- Provided input to Youth Services Hey Grant and FReeZA funding applications, both of which have been successful.
- Co-designed engagement activities, and the Youth Round Table, as part of the Darebin Families, Youth and Children Strategy community engagement and consultation process.
- Provided feedback on the content and design of the new 'Darebin Families, Youth and Children Strategy: A Framework for Collective Action'
- Participated in Council's Rainbow Tick Accreditation process (Youth Services one of three in-scope services) by providing feedback on LGBTIQ+ safe, inclusive and welcoming service delivery and sharing their lived experiences.
- Undertook 'inclusive spaces' audits on key Youth Services facilities (The Hub and Decibels Youth Music and Arts Centre)
- Provided input to, and feedback on, 'Darebin's Community Vision and Council Plan 2025-2029'
- Attended the Deliberative Panel and delivered a presentation on Darebin's young people and key issues that that are important to them.
- Celebrated the contribution of young people by attending YouthFeast activities and events
- Panel members for the Darebin Community Grants Program that assessed and provided funding recommendations for the Youth Grant category
- Provided input and feedback as part of the Young Citizen Jury Review to ensure members experiences will inform the ongoing purpose and delivery of the Jury.
- Prepared and shared information with a Local MP and the Victorian Government's Minister of Youth regarding key issues that are important to Darebin's young people,
- Connected with other youth leadership and advisory groups across Melbourne to connect, share and discuss topics of importance with other young leaders.
- Provided input into the design and development of a number of new programs and events delivered by Council's Youth Services team.

FUTURE PLANS

- Continue to meet and collaborate with other youth leadership and advisory groups across Melbourne.
 - Continue to be involved and provide input into the development of the Darebin Families, Youth and Children Strategy Collaborative Action Plan.
-



-
- Collaboration with other Council Advisory Committees.
 - Continue to provide input and feedback to Council's key policies and projects.
 - Support a recruitment process to identify, appoint and induct new Young Citizen Jury members.
 - Continue to advocate and elevate the voices of young people across community, and within Council, to inform the planning, delivery and evaluation of youth related activities, services and decisions.

RELATED DOCUMENTS

- Young Citizen Jury Terms of Reference (2023)



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SUMMARY MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Held on Wednesday 18 December 2024 at Darebin Civic Centre, 350 High Street Preston, Ngurungaeta Room, (Council Chamber)

Summary minutes released to the public on 24 February 2025.

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

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**WEDNESDAY 18 DECEMBER 2024 - 2.00PM - DAREBIN CIVIC CENTRE
350 HIGH STREET PRESTON NGURUNGAETA ROOM (COUNCIL
CHAMBER)**

Attendees

Committee Members

- Lisa Tripodi – Independent External Member and Chairperson
- Dr Marco Bini – Independent External Member
- Jonathan Kyvelidis – Independent External Member
- Cr Emily Dimitriadis – Councillor Member *
- Cr Vasilios Tsalkos – Councillor Member

Internal Auditor – NTT Global Digital

- Pat Scanlon – Partner, NTT (Items 10.1, 10.3, 10.4)
- Farshan Mansoor – Senior Auditor, NTT (Items 10.1, 10.3, 10.4)

External Advisers

- George Bendall – Partner, Grant Thornton (Item 2.1) *
- Tim Jolly – Manager, Grant Thornton (Item 2.1) *

Officers

- Michael Tudball – Interim Chief Executive Officer *
- Caroline Buisson – General Manager Project Support *
- Enna Giampiccolo – General Manager Customer & Corporate
- Melanie McCarten – Interim General Manager Community *
- Rachel Ollivier – General Manager Infrastructure, Operations & Finance
- Vanessa Petrie – General Manager City Sustainability & Strategy
- Felicity Walsh – Interim Manager Governance and Communications
- Anton Fernando – Coordinator IT Operations (Item 7.2)
- Winston Fernando – Cyber Security & Compliance Specialist (Item 7.2)
- Yvette Fuller – Chief People Officer (Items 2.2 & 9.2) *
- Lalitha Koya – Chief Information Officer (Item 7.2)
- Srimi Krishnan – Chief Financial Officer (Items 2.1, 8.1, 8.2 & 10.5)
- Jacinta LiDonni – Risk Advisor (Items 2.3 & 9.1)
- Michael O’Riordan – Coordinator Financial Accountant (Items 2.1, 8.1, 8.2)
- Michael Pogemiller – Manager Natural & Civic Spaces (Items 2.3 & 10.2)
- Christine Walsh – Chief Transformation Officer (Item 7.3)

Observers

- Cr Kristine Olaris (Mayor)
- June Anstee – Municipal Monitor
- Ross Millard – Municipal Monitor

Minutes

- Tristan Glennon – Audit & Compliance Officer (minutes)

* These participants attended virtually

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES

18 DECEMBER 2024

1. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

The Chair gave an Acknowledgement of Country and welcomed the Committee members and all attendees present at the meeting.

2. IN-CAMERA & CONFIDENTIAL DISCUSSION**IN-CAMERA**

The Chair commenced discussion of In-Camera items at 2:05pm. Attendees:

- Committee members
- Executive Leadership Team
- Mayor
- Monitors

In-camera discussion item not minuted.

CONFIDENTIAL

Discussion of Confidential items was held between 2:40pm and 3:00pm.

Attendees:

- Committee members
- Executive Leadership Team
- Mayor
- Monitors
- External Advisers (Item 2.1)
- Interim Manager Governance and Communications
- Chief Financial Officer
- Coordinator Financial Accountant
- Chief People Officer (Items 2.2)
- Manager Natural & Civic Spaces (Item 2.3)
- Risk Advisor (Item 2.3)
- Audit & Compliance Officer (minutes)

2.1 Superannuation for Contractors (Confidential)

This item is confidential because it is legally privileged information, being information to which legal professional privilege or client legal privilege applies, pursuant to Section 3(1) (e) of the Local Government Act 2020.

2.2 Public Holiday Payment (Confidential)

This item is confidential because it is personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs, pursuant to Section 3(1) (f) of the Local Government Act 2020.

2.3 Flood Mapping Implementation Update (Confidential)

This item is confidential because it is legally privileged information, being information to which legal professional privilege or client legal privilege applies, pursuant to Section 3(1) (e) of the Local Government Act 2020.

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

3. APOLOGIES

Apologies:

- Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

No Conflicts of Interest declared.

5. CONFIRMATION OF THE MINUTES OF THE PREVIOUS AUDIT COMMITTEE MEETING

The Committee approved the minutes as true and correct records of the quarterly meeting held on 4 September 2024 and the special meeting held on 16 September 2024.

The Committee **RESOLVED** that:

- a) the Committee Charter be amended and returned to Council to reflect the appointment of Mayor and another Councillor as members of the Committee; and
- b) the Deputy Mayor be appointed as Proxy for the year.

6. CEO UPDATE (VERBAL)

The Audit and Risk Committee noted the verbal update provided by the CEO.

7. STANDING REPORTS**7.1 ACTIONS ARISING FROM PREVIOUS MEETING**

The Audit and Risk Committee noted the status of the action items from previous meetings.

KEY FINDING

- Management will continue to work towards the completion of the open actions and provide an update at the 19 March 2025 meeting.

7.2 INFORMATION SERVICES REPORT

The Audit and Risk Committee noted the Information Services Report.

KEY FINDINGS

- Management has taken appropriate action to mitigate the high risks in IT.
- 2024/25 Information Services projects are addressing key risks including Cyber Security, IT Disaster Recovery and Data Governance.
- An ICT & Digital Strategy is being developed to ensure future technology spend is aligned to business needs.
- Essential 8 Maturity Level 2 has been achieved 18 months ahead of schedule.

7.3 DIGITAL TRANSFORMATION REPORT

The Audit and Risk Committee noted the Digital Transformation report.

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

KEY FINDING

- Management have progressed the planning for the Digital Transformation to ensure a clear approach to governance, risk management and management of the overall financial investment in an Enterprise Resource Planning solution.

8. FINANCIAL REPORTS

8.1 FINANCIAL REPORT

The Audit and Risk Committee noted the Financial Report.

KEY FINDING

- Council is monitoring and managing its financial position and key controls and addressing procurement capability and compliance.

8.2 DRAFT FY2025/2026 BUDGET PARAMETERS

The Audit and Risk Committee:

- 1) Noted the draft 2025/2026 budget parameters (Appendix A) and the draft budget principles as contained in Appendix A, and Council’s decision on this topic of the 16 December 2024 ordinary Council meeting,
- 2) Noted the draft capital works and the draft operating project envelopes for 2025/2026 and the 10-year long term budget envelopes,
- 3) Noted the savings targets included in the Long-Term Financial Plan to achieve long term financial sustainability, and
- 4) Agreed to hold a special Committee meeting in February 2025 for management to present the outcomes of additional modelling requested by Council and the external validation of assumptions.

9. RISK MANAGEMENT

9.1 QUARTERLY RISK MANAGEMENT REPORT

The Audit and Risk Committee noted:

- 1) the quarterly Risk Management report
- 2) the quarterly update on Strategic and Operational Risks
- 3) the quarterly update on Operational and Council Policies
- 4) the Insurance Update including motor vehicle incident claims
- 5) the quarterly update on Key Metrics Reporting (FOI/PID/Privacy Breach/Fraud)
- 6) the update on the effectiveness of Business Continuity Planning and Processes

KEY FINDINGS

- Actions taken to manage Council’s risks are adequate and strengthened by the representation of several key reportable findings, and the presentation of Council’s strategic and operational risks.
- Management is taking appropriate actions to review Darebin Council’s Risk Profile.
- Governance Services team continue to maintain the centralised oversight of Council policies.
- Management is monitoring and reporting key metrics including Fraud Allegations, Cyber Incidents, Freedom of Information Requests, Privacy Breaches, and Public Interest Disclosures.

9.2 SAFETY REPORT

Cr Dimitriadis and the Interim CEO left the meeting at 4:00pm

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

The Audit and Risk Committee noted the Safety Report.

KEY FINDINGS

- The following OHS risks have been identified by the Health Safety and Wellbeing team. The Health Safety and Wellbeing team will focus on the below areas across the next quarter and across 2024/2025.
 - Emergency Management framework
 - Wellbeing and Psychological safety – baseline data, risk assessments & framework
 - Incident and hazard management
 - Injury management
 - Workers’ compensation, early intervention and work support programs
 - Incident management system, Elumina
 - Health, Safety and Wellbeing, and Child Safety – intranet content
 - Council management of hazardous chemical management and manifested quantities
 - Working from home
 - Occupational Violence and Aggression framework
 - Safeguarding children practices across Council
 - OHS consultation and communication
 - OHS induction and training
- The Health Safety and Wellbeing team continually review the safety plan and will adjust priorities as required.

10. INTERNAL AUDIT

10.1 RECENT REPORTS AND PUBLICATIONS

The Audit and Risk Committee noted the Recent Report and Publications Report and Management comments.

KEY FINDING

- Management has reviewed recent reports and publications related to issues of management controls, integrity and continuous improvement that impact the local government sector and initiated action to mitigate Council’s risk in response.

10.2 COMPLETED INTERNAL AUDITS

The Audit and Risk Committee noted:

- 1) the Completed Internal Audits Report,
- 2) the Post Implementation Review – Major Capital Works Program internal audit report, and
- 3) the Open Space & Parks Risk Management internal audit report.

KEY FINDING

- The 2024/2025 Internal Audit Program will continue to be delivered with updates provided at each meeting.

10.3 INTERNAL AUDIT PROGRAM STATUS

The Audit and Risk Committee noted the Internal Audit Program Status report.

KEY FINDINGS

- The 2023/24 internal audit program has been completed.

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

- Implementation of the 2024/25 internal audit program continues to be a challenge and a modified program may be required.

10.4 OUTSTANDING AUDIT ACTIONS STATUS REPORT

The Audit and Risk Committee noted the Outstanding Audit Actions Status Report.

KEY FINDING

- Management is progressing the completion of outstanding audit actions, with some delays expected.

10.5 PROGRESS REPORT – CONTRACT MANAGEMENT INTERNAL AUDIT (2023)

The Audit and Risk Committee:

- 1) noted the Progress Report on the Contract Management Internal Audit, and
- 2) accepted the proposed amendments to target completion dates for in-progress actions.

11. GOVERNANCE**11.1 COMMITTEE MANAGEMENT REPORT**

The Audit and Risk Committee noted the Committee Management Report.

KEY FINDINGS

- Management has adequate resources, structures and processes in place to support the work of the Committee and the internal audit function.
- Compliance with the Local Government Act 2020 has been met by preparing the annual review of the Audit and Risk Committee Charter.

12. OTHER BUSINESS

Nil.

13. COMMITTEE MEMBERS CONFERENCE

Nil.

14. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held at 2.00pm on Wednesday 19 March 2025 in the Council Chambers.

The Committee confirmed the following dates for the following meetings:

- Wednesday 19 March 2025 – 2:00pm to 5:00pm
- Wednesday 18 June 2025 – 2:00pm to 5:00pm
- Wednesday 17 December 2025 – 2:00pm to 5:00pm

AUDIT AND RISK COMMITTEE MEETING SUMMARY MINUTES 18 DECEMBER 2024

The date for the September quarter Committee meeting to be confirmed out-of-session.

15. CLOSE OF MEETING

As there was no further business, the Chair closed the meeting at 4:45pm.



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AUDIT AND RISK COMMITTEE CHARTER

JANUARY 2025



City of Darebin Council – Audit and Risk Committee Charter – January 2025

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City of Darebin Council – Audit and Risk Committee Charter – January 2025

1. PURPOSE

The Audit and Risk Committee (the Committee) is a committee established in accordance with section 53 and 54 of the Local Government Act 2020 (the Act) to assist Darebin City Council (Council) in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance, internal control systems and providing advice to drive continuous improvement.

In accordance with section 53 (2) of the Act, the Committee does not have any delegated powers, including executive powers, management functions or delegated responsibility.

In accordance with section 54 (2) of the Act, the Committee is established to assist Council in discharging its responsibilities to:

- a. monitor the compliance of Council policies and procedures with:
 - I. the Act and the regulations and any Ministerial directions
 - II. the overarching governance principles
- b. monitor Council's financial and performance reporting
- c. monitor and provide advice on risk management and fraud prevention systems and controls
- d. oversee internal and external audit functions.

In line with Council's commitment to environmental sustainability and social justice, the Committee in discharging the above responsibilities, particularly as they relate to policy compliance and auditing of Council functions and processes, will give due regard to the advancement of Council's environmental and social objectives.

2. AUTHORITY

The Committee is not a delegated Committee but is responsible to Council. The Council authorises the Committee, within its responsibilities to:

- Obtain any information it requires from any official or external party (subject to any legal obligation to protect information).
- Discuss any matters with the Victorian Auditor General's Office (VAGO), or other external parties (subject to confidentiality considerations).
- Request the attendance of any official, including Councillors and Council Officers, at Committee meetings.
- Seek resolution on any disagreements between management and the external auditors on financial reporting.
- Support resolution of differences of opinion between management and the internal auditors on internal audit recommendations.

3. RESPONSIBILITIES

In accordance with section 54 (2) of the Act, the Committee has the following responsibilities:

3.1 Financial Management (Section 54(2b))

Monitor financial and performance reporting. Specific matters the Committee may address include:

- Review significant financial and reporting issues, including complex or unusual transactions and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.

City of Darebin Council – Audit and Risk Committee Charter – January 2025

- Review the results of the annual external audit in conjunction with management and the external auditors, including any difficulties encountered.
- Review the annual financial report, performance report and governance and management checklist, and consider whether the reports are complete, consistent with information known to Committee members and reflect appropriate accounting principles and make a formal recommendation to Council.
- Review with management and the external auditors all matters required to be communicated to the Committee under the Australian Auditing Standards.
- Review the process for the consolidation of financial information of council related entities into the financial reports of the council.
- Assess information from internal and external auditors that affects the quality of financial reports. For example, actual and potential material audit adjustments, financial report disclosures, non-compliance with legislation and regulations, internal control issues.
- Review any changes to Council's accounting policies and procedures and the methods of applying them, with the input of management, external and internal auditors, ensuring that they are in accordance with the stated Financial Reporting Framework and accounting standards.
- Review of the 10-year Financial Plan along with the Revenue and Rating Plan.
- Monitor the long-term financial plan assumptions against current year.
- Overview of financial assumptions established to inform the development of the next year's draft 4-year budget.
- Overview of Local Government Performance Reporting Framework (LGPRF) results.

3.2 Internal Control Environment

Monitor Internal controls. Specific matters the Committee may address include:

- Review whether management's approach to maintaining an effective internal control framework is sound and effective.
- Consider the scope of the internal auditors' review of internal controls over financial reporting and obtain reports from the internal and external auditors on significant findings and recommendations, together with management's responses.

3.3 Risk Management (Section 54(2c))

Monitor and provide advice on Risk management and fraud prevention systems and controls. Specific matters the Committee may address include:

- Review the risk management framework annually.
- Monitor the systems and process that are in place to manage strategic and operational risks.
- Monitor the process of review of Council's risk profile.
- Consider the adequacy of actions taken to ensure that material risks have been dealt with in a timely manner to minimise exposures.
- Receive reports on the annual renewal of the insurance program and provide advice on strategic reviews of insurance programs.
- Monitor the effectiveness of business continuity planning and processes, including whether business continuity and disaster recovery plans have been regularly updated and tested.
- Monitor and provide advice on fraud prevention systems and controls (section 54(2c)). Specific matters the Committee may address include:
 - Receive summary reports from management on all suspected and actual frauds, thefts and material breaches of legislation, ensuring reporting to the

Page 4

City of Darebin Council – Audit and Risk Committee Charter – January 2025

- Council and/or relevant authorities and monitor the effectiveness of the management responses; and
- Monitor the Council's fraud prevention and detection framework, including fraud risks and any action taken with respect to actual and suspected instances of fraud.
- Receive updates on the review of Policies (Operational and Council).
- Receive summary reports from the Information Service Department on Penetration Testing (internal and external).
- Monitor work by the Council to mitigate and plan for climate change risks.

3.4 Internal Audit (Section 54(2d))

Oversee the Internal audit function (section 54 (2d)). Specific matters the Committee may address include:

- Monitor the implementation, review and endorse the three-year rolling and annual strategic internal audit plans, and any major changes to the plans, and ensure that the plans are aligned with Council's risk profile.
- Review and approve the memorandum of planning (MAP) for each internal audit to ensure that the audit objectives and scope are fit for purpose.
- Receive internal audit reports and provide advice to Council on significant issues raised and associated actions, including the identification of good practice.
- Monitor the implementation of agreed management actions.
- Monitor processes and practices to ensure that the appropriateness and independence of the internal audit function is maintained.
- Monitor the performance of the internal audit provider, taking into consideration the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.
- Ensure that opportunities are provided for the internal auditor to meet in-camera with the Committee, as required.
- Ensure that opportunities are provided to explore other internal audits in line with Council's environmental, social and sustainability objectives.
- Oversee periodic testing of whether audit actions reported as completed by Management have been effectively implemented.

3.5 External Audit (Section 54(2d))

Oversee External audit. Specific matters the Committee may address include:

- Annually review the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.
- Ensure that significant findings and recommendations made by the external auditor, and management's responses to them are appropriate and are acted on in a timely manner.
- Provide advice on the resolution of any disagreements between management and the external auditors on financial reporting.
- Ensure that opportunities are provided for the external auditor to meet in-camera with the Committee, as required.
- Maintain awareness of Local Government performance audits undertaken by VAGO and consider the findings and recommendations of performance audits relevant to Council for action/implementation, where appropriate.

3.6 Compliance Management (Section 54(2a))

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Monitor the compliance of Council Policies and Procedures in accordance with the overarching governance and principles, the Act and the regulations and any ministerial directions. Specific matters the Committee may address include:

- Review the effectiveness of the systems and processes that monitor compliance with legislation and regulations.
- Monitor the implementation of actions associated with identified instances of non-compliance.
- Receive reports on the findings of any examinations by regulatory agencies and monitor management's response to these findings.
- Receive regular updates from management about compliance matters.
- Review Council's compliance with procedures associated with complaints including confidential and anonymous employee complaints under the Public Interest Disclosures Act 2012 and section 1317aa of the Corporations Act 2001 (commonwealth), dealing with accounting, internal accounting controls or auditing matters or other matters likely to affect the council or its compliance.
- Comply with legislative and regulatory requirements imposed on the Committee members, including not misusing their position (s123 of the Act) to gain an advantage for themselves/another or to cause detriment to the council and disclosing conflicts of interest (s125 of the Act).
- Assess the status of Council's policy framework to ensure the embedding of the governance principals.
- Review the Governance and Management Checklist.
- Review reports on Gifts, Benefits and Hospitality; Interstate and Overseas Travel.
- Review Councillor expenses.
- Review Chief Executive Officer (CEO) credit card transactions (if applicable) or expenses report.

4. MEMBERSHIP

4.1 Composition of membership

1. The Committee comprises **five** members appointed by Council, made up of two Councillors and three external members.

In accordance with section 53 of the Act, the Committee must:

- Include members who are Councillors of the Council (3a);
 - Consist of a majority of members who are not Councillors of the Council and who collectively have:
 - expertise in financial management and risk (3b i),
 - expertise in public sector management (3b ii)
 - not be a member Council staff (3c)
2. In accordance with Council's commitment to cultural diversity and gender equality, composition of the Committee will aim for gender balance and culturally diverse representation, including Aboriginal and Torres Strait Islander representation, through Committee membership.
 3. Council will appoint two external members and the independent Chairperson through a merit-based recruitment process that also seeks value of connection to the Darebin community and achieves diversity of membership as outlined at (2).

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4. The external members appointed by Council are to be natural persons with an appropriate level of skill and experience relating to local government, finance, audit, risk or management experience.
5. The external members are to be appointed for a three-year term, with an option for a further three-year term by mutual consent.
6. Council may adjust the initial period of appointment to allow for mid-term appointments and to avoid situations where all external member terms expire within close proximity of each other. This initial period of appointment must be more than one year, and no more than three years.
7. Where vacancies exist, Council shall determine a mechanism for filling those vacancies.
8. The Chairperson of the Committee must be an independent member (section 53(b)). In accordance with Section 53 of the Act, they:
 - must not be a Councillor or
 - must not be a member of Council staff
9. Management will recruit and recommend the Chairperson to Council for appointment.
10. The Chairperson is to be appointed for a three-year term.
11. If the Chairperson is unable to attend a meeting, the members in attendance at the meeting will appoint a Chairperson for that meeting from among the attending members.
12. Where any Councillors members' Councillor term ends or is terminated, vacancy in the Councillors member of the Committee exists.

Committee may decide on substituting this vacancy with another Councillor, preferably Deputy Mayor, to hold the next meeting.

Council should then take an immediate action to appoint new Councillor to permanently fill this vacancy and notify the Committee before the next meeting is to be hold.
13. **The two Councillor members to comprise:**
 - **The Mayor; and**
 - **One Councillor.**

There shall be a proxy appointed annually from amongst the remaining Council members including the Deputy Mayor, to attend in the event that the Mayor or the Councillor member is unable to attend a Committee meeting.

All other Councillors may attend as observers.

4.2 Quorum for Meetings

1. A quorum of a minimum of two external members and one Councillor will be necessary to transact the business of the Committee and must attend the full meeting.
2. CEO, General Manager Customer & Corporate, Manager Governance & Communications and Chief Financial Officer will be invited to all meetings as advisors or observers, they

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will not form part of the Committee. All General Managers will be invited and attend for at least the review of the 'Outstanding Audit Actions Report' and any 'Audit Scope or Internal Audit Reports' presented to the Committee for consideration in their respective portfolios.

3. Other management representatives or Council Officers may be invited to attend meetings as advisors or observers, they will not form part of the Committee. They will attend if they are required to prepare a report for the Committee in their area of responsibility.
4. The Committee reserves the right to meet at any time without non-members or with invited non-members.
5. A representative(s) of VAGO will be invited to attend meetings of the Committee, as an observer. Such representative will be required to act in accordance with the governance principles in addition to the obligations of confidentiality (section 125) and conflict of interest (part 6, division 2) as outlined within this Charter and the Act.
6. A representative(s) of the appointed internal audit contractor will be invited to attend meetings of the Committee, as an observer. Such a representative will be required to act in accordance with the governance principles in addition to the obligations of confidentiality (section 125) and conflict of interest (part 6, division 2) as outlined within the Act.
7. Membership of the Committee will be reviewed periodically (but at least every three years) by Council, with the aim of ensuring an appropriate balance between continuity of membership, the contribution of fresh perspectives and a suitable mix of qualifications, knowledge, skills and experience. Councillor members will be appointed for a one-year term of office.

The initial appointment of external Committee members shall be for a three-year period. An external member may serve no more than two full terms in any one position before the position must be publicly advertised. This does not preclude existing members from being re-appointed through a competitive process.

5. FEES

1. In accordance with section 53 of the Act, Council will pay a fee to all external members with the amount determined by Council, considering an assessment of the market and the recommendation to the CEO.
2. Fees will consist of a Member fee (paid to all external members) and a Chairperson fee (paid to the Chair).
3. The Member fee payment:
 - a. will be exclusive of GST
 - b. will be made quarterly following receipt of a Tax Invoice from the external member (including the purchase order provided by Council) after each scheduled quarterly meeting; and
 - c. will not be paid to an external member that was absent from the meeting without leave from the Committee.
4. The Chairperson fee payment:

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- a. will be made each quarter following receipt of a Tax Invoice from the external member (including the purchase order provided by Council) after each scheduled quarterly meeting; and
 - b. will not be paid to an external member acting or temporary holding the role of Chair.
5. Council does not have to pay a Member fee or Chairperson fee to a Committee member who does not want to receive a fee.
 6. In accordance with section 53(6) of the Act, Council will pay a fee to an external member and the fee will be based on a per annum fee, which will be indexed in alignment with the rate cap % each 1 July.
 7. Payment of the fee will be made each quarter to the external member following receipt of a Tax Invoice (including the purchase order provided by Council) after each meeting.
 8. No less than once every Council term, the fee paid to the external members will be benchmarked, against no less than five other peer Councils, to provide the Council with the information required to appropriately review the fees.
 9. External members may also be paid for attendance at special Committee meetings on the following basis:
 - o The General Manager Customer & Corporate will determine if the special meeting is an additional engagement to a scheduled quarterly meeting.
 - o Fees for special meetings will be determined by the General Manager Customer & Corporate and communicated to Committee members.
 - Unless determined otherwise, fees for special meetings will be calculated on a pro-rata basis proportionate to the length of the meeting compared to a scheduled quarterly meeting length of three (3) hours.

6. MEETINGS

1. The Committee will meet at least four times a year, one or more special meeting may be held to review Council's annual financial statements and performance statements, or to meet other responsibilities of the Committee.
2. All Committee members are expected to attend each meeting, in person or through teleconference or video conference. Failure to attend a meeting will result in non-payment of the Member fee for the associated quarter.
3. The Chair is required to call a meeting if asked to do so by the Council by way of a Council Resolution, or decide if a meeting is required should it be requested by another member, internal auditor or VAGO.
4. The CEO or their delegate will facilitate the meetings of the Committee and invite whoever is necessary for the orderly and effective conduct of the committee business. The CEO is required to attend meetings to provide pertinent information, as necessary.

7. ADMINISTRATION

In accordance with section 54 (6a) of the Act, the CEO will appoint a Council officer to provide secretariat support to the Committee. The secretariat will:

1. Ensure the agenda prior to each meeting is approved by the CEO of Council.

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2. Prepare meeting agendas and supporting papers, which will be circulated at least one week prior to the meeting.
3. Prepare and maintain meeting minutes. Minutes will:
 - include relevant elements of the Committee's discussion.
 - be reviewed by the Coordinator Audit & Risk, Manager Governance & Communications and General Manager Customer & Corporate.
 - be circulated within two weeks of the meeting to each member and committee observers, as appropriate.
4. Administer the approval of draft minutes as follows
 - Draft minutes of each meeting will be provided to the Chairperson for review and approval.
 - Following the Chairperson's approval, the draft minutes will be circulated to all Committee members to be approved.
 - Approval of minutes requires written approval by a majority of Committee Members. Written approval will be provided via email or other mechanism as determined by the Manager Governance & Communications.
 - If the Audit and Risk Committee approves the draft minutes, including any changes to the minutes that are agreed to by the Audit and Risk Committee members, summary minutes will be provided to the next Council meeting. Approved minutes will still be listed as an item for the Audit and Risk Committee to note.
 - If the Audit and Risk Committee does not approve the draft minutes, the draft minutes will be listed as an Agenda item at the next Audit and Risk Committee meeting for discussion. The summary minutes will not be presented to Council until draft minutes are adopted by the Audit and Risk Committee.

8. PLANNING

The Committee will develop a forward meeting schedule that includes the dates and location for each meeting for the forthcoming year.

In accordance with section 54(3) of the Act, the Committee will develop an annual work program that includes the timing of reporting for all the responsibilities outlined in this Charter.

9. SUPPORT

To facilitate the operation of the Committee, the CEO or their delegate has responsibility to provide:

- Any necessary training for members in relation to their responsibilities under the Act.
- Any information required by the Committee to enact its responsibilities under this Charter.
- Officer advice in respect of matters before the Committee.
- Formal meetings with Council staff, the internal auditors or the external auditors as requested by the Committee, in accordance with the execution of its responsibilities under this Charter.
- Secretariat and logistical support to the Committee.

10. REPORTING

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1. Officers will prepare biannual reports on the Committee that describes activities, findings, and recommendations in accordance with section 54(5a) of the Act for reporting to Council.
2. Committee members will attend Councillor briefings as required, to report on financial and other relevant matters.
3. Officers will prepare a report for inclusion in the City of Darebin Council Annual Report describing the Committee's composition, responsibilities and how they were discharged, and any other information required by regulation, including approval of non-audit services.
4. The Committee will prepare an Annual Committee Performance Report that includes an annual assessment of the Committee's performance against this Charter in accordance with Section 54(4a) of the Act. This report will be provided to the CEO for presentation to Council annually in accordance with Section 54(4b) of the Act.
5. Internal and external audit reports shall not be made public.
6. In accordance with section 54(6b) of the Act, the CEO is required to table reports upon request by the Chair of the Committee.

11. INDUCTION

All new members will receive an induction by the Manager Governance & Communications and the Coordinator Audit & Risk to assist them in meeting their responsibilities.

12. EVALUATING PERFORMANCE

In accordance with section 54 (4a) of the Act, the Committee must complete an annual self-assessment to evaluate the Committee's performance, as well as the performance of the internal auditors, and to confirm that the Committee has met its responsibilities under this Charter. The assessment will be provided to the CEO for tabling at Council.

13. CONFLICTS OF INTEREST

1. Committee recommendations must be transparent and accountable, they must protect the public interest, maintain the integrity of the Committee and Council and enable the public to be confident that the Committee is performing its duties properly.
2. If a conflict of interest exists, it must be declared and managed. The Committee members are required to provide written declarations, through the Chair, to the Council declaring any material personal interests they may have in relation to their responsibilities.
3. Division 2 of Part 6 of the Act applies to a member of the Committee who is not a Councillor, as if the member were a member of a delegated Committee. An external member has a conflict of interest if they have:
 - a. a general conflict of interest within the meaning of section 127 of the Act; or
 - b. a material conflict of interest within the meaning of section 128 of the Act.

Members of the Committee will provide declarations in accordance with statutory requirements.

4. External members should consider past employment, consultancy arrangements and related party issues in making these declarations. The Council, in consultation with the

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Chair, should be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

5. At the beginning of each Committee meeting, members are required to declare any material personal interests that may apply to specific matters on the meeting agenda. Where required by the Chair, the member will be excused from the meeting or from the Committee's decision of the relevant agenda item(s). The Chair is also responsible for deciding if they should excuse themselves from the meeting or from the Committee's decision of the relevant agenda item(s). Details of material personal interests declared by the Chair and other members, and actions taken, will be appropriately recorded in the minutes.

14. MISUSE OF POSITION

Section 123 of the Act applies to a member of the Committee who is not a Councillor, as if the member were a member of a delegated Committee. The requirements include:

1. The external member must not intentionally misuse their position:
 - a. to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
 - b. to cause, or attempt to cause, detriment to the Council or another person.
2. For the purposes of this section, circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a delegated committee include:
 - a. making improper use of information acquired as a result of the position the person held or holds
 - b. disclosing information that is confidential information
 - c. directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff
 - d. exercising or performing, or purporting to exercise or perform, a power, duty or function that the person is not authorised to exercise or perform
 - e. using public funds or resources in a manner that is improper or unauthorised
 - f. participating in a decision on a matter in which the person has a conflict of interest.

15. CONFIDENTIAL INFORMATION

Section 125 of the Act applies to a member of the Committee who is not a Councillor, as if the member were a member of a delegated Committee. The requirements include:

1. Unless subsection (2) or (3) applies, a person who is, or has been, an external member must not intentionally or recklessly disclose information that the person knows, or should reasonably know, is confidential information.
2. Subsection (1) does not apply if the information that is disclosed is information that the Council has determined should be publicly available.
3. A person who is, or has been, an external member may disclose information that the person knows, or should reasonably know, is confidential information in the following circumstances:
 - a. for the purposes of any legal proceedings arising out of this Act
 - b. to a court or tribunal in the course of legal proceedings
 - c. pursuant to an order of a court or tribunal

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- d. in the course of an internal arbitration and for the purposes of the internal arbitration process
- e. in the course of a Councillor Conduct Panel hearing and for the purposes of the hearing
- f. to a Municipal Monitor to the extent reasonably required by the Municipal Monitor
- g. to the Chief Municipal Inspector to the extent reasonably required by the Chief Municipal Inspector
- h. to a Commission of Inquiry to the extent reasonably required by the Commission of Inquiry
- i. to the extent reasonably required by a law enforcement agency.

16. INDEMNITY

The Council will indemnify and keep indemnified each independent member of the committee against all actions or claims whether arising during or after their term of appointment in respect of anything necessarily done or reasonably done or omitted to be done in good faith –

- a. In the performance of a duty or function or the exercise of an any matter under the Act, regulations, a local law or this charter.
- b. In the reasonable belief that the act or omission was in the performance of a duty or a function or the exercise of a matter under the Act, regulations, a local law or this charter.

17. REVIEW OF THE COMMITTEE CHARTER

The Committee will review and assess the adequacy of this Charter annually, considering any relevant legislative requirements. The Charter, including amendments to the Charter, will be approved by Council.

9.9 RESPONSE TO NOM - DIVRS COMPLEX SUPPORT PROGRAM**Author:** Manager Community Services & Development**Reviewed By:** General Manager Community

EXECUTIVE SUMMARY

This report provides Councillors with advice on whether there is an appropriate process, and potentially the midyear budget review process, to provide options to extend short term funding for the Darebin Information Volunteers Resource Services (DIVRS) Complex Case Support Program to end June 2025.

The Complex Case Support Program is funded by Darebin Council as an initiative that delivers on Council's 2021/2025 strategic objectives. It has supported over 1500 people during its existence. Current funding is due to expire 28 February 2025. DIVRS has requested that Council consider whether funding can be extended so that the program can continue to operate for a further four months (until 30 June). The budget that would be required is \$35,000.

The Community Services and Development team in Community Division have identified within its program budgeting envelope, the opportunity to extend the funding of this program for the short period to the end of June 2025.

Any further funding for this initiative will need to be considered as part of Council's 2025/2026 budget planning process.

Officer Recommendation

That Council:

- (1) Approves the repurposing of existing related program budgeting to support a short term extension of funding for the DIVRS Complex Case Support Program.
-

BACKGROUND / KEY INFORMATION

The COVID-19 pandemic amplified existing, and created new, levels of emotional and social vulnerabilities and isolation within the Darebin community. The Darebin Neighbourhood House Network and other community organisations were seeing people displaying high levels of anxiety needing intensive support which many of the local services were not able to provide at the time. It was identified that there was a need for a complex case worker that would provide specialised social work intervention to people who were experiencing multiple and complex issues, with the aim of building capacity and empowering people.

Through its Emergency Relief Boost Funding, Council aimed to support the Emergency

Relief sector in Darebin to address service gaps and meet the emerging community support needs of increasingly vulnerable community members. Council's shared commitment and practical collaboration with the Neighbourhood House Network led to the establishment of the Complex Case Worker Initiative. This initiative supports the most disadvantaged individuals on low incomes or experiencing economic hardship.

In the 2021/2022 budget Emergency Relief Funds, \$116,345 was allocated to DIVRS for a complex case worker. This initiative was developed in partnership with the Darebin Neighbourhood House Network and DIVRS. Since its inception, the complex support program has assisted over 1500 community members facing multiple and complex challenges. The program has offered support with any issue a person brings (homelessness, family violence, court matters, child protection, NDIS housing, alcohol or other drug), mental health, financial matters, legal matters, social isolation, aged care assistance and more).

As a result, Council in its 2022/2023 budget allocated a further \$116,435 to extend the program, with a new conclusion date of February 2025. The funding is scheduled to end in February due to differences in timing between funding approvals and commencement.

Previous Council Resolution

At its meeting held on 28 January 2025, Council resolved:

'That Council

- (1) Note that the number of people experiencing complex and multiple issues in Darebin has increased, particularly since the pandemic and with cost of living pressures. Organisations such as DIVRS have observed a significant rise in people presenting with family violence, family breakdown, social isolation, alcohol and other drugs and mental health issues and people requiring financial and housing support.*
- (2). Note that DIVRS, in partnership with the Reservoir Neighbourhood House (RNH), implemented the Complex Support Program in August 2022 to address this need and in its first two years (August 2022- August 2024) more than 1,500 community members were assisted.*
- (3). Note that the Complex Support Program is funded by Darebin City Council as the Program delivers on Council's 2021-2025 strategic objectives, and these funds are due to expire at 28 February 2025.*
- (4). As part of the mid-year budget review process, receives a report at the 24 February Council meeting to consider the impacts of providing short term funding to the Complex Support Program until at least the end of June 2025. This funding would allow the community to continue to benefit from this important service, and DIVRS and RNH to investigate future funding.'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.7 We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir

DISCUSSION

Current Program Model and Impact

Council's collaboration with the Darebin Neighbourhood House Network and DIVRS concluded that the most effective strategy for the Complex Case Worker would be to designate DIVRS as the central point for delivery.

Monthly clinics have been established where the case worker has provided outreach and case management to clients including (short-to-medium term case management over several appointments; one-off support; crisis support). The program's outposts in East Reservoir (Reservoir Neighbourhood House) and East Preston (EPCC) provides place-based support for the two most socio-economically disadvantaged areas in Darebin. This is aligned to Council's Plan 2021-2025.

The program has received referrals from external organisations such as Darebin Council (Home and Community Care Program for Young people, Family Services, Home Support Assessment, Positive Ageing Care Finder) Fitzroy Legal Service, Your Community Health, Djirra, Ged Kearney's office, Launch Housing, Brotherhood of St. Laurence, and Uniting Alcohol and Other Drugs.

The impact of social and counselling interventions can be challenging to quantify however the proposed short-term funding will allow the complex case worker to continue to work with 60 people each month with complex cases and ensure continued support for current community members working with the complex case worker.

Feedback received on the program has demonstrated significant benefits achieved by individuals who have participated in the program.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The Community Services and Development team has identified program related funding it can divert to continue the short term funding for the Complex Support Program. The complexity of timing between approval of funding and commencement of the program has resulted in a difficult position where the program terminates before the end of a financial year period. If Council approves the additional funding it is likely to impact on some service levels in the family and youth services portfolios. Regardless, the team will endeavour to continue to provide best quality services. If council decided not to fund this extension, any savings would be available to offset higher costs that have been experienced in council.

Overall there is no funding available across the whole of council as outlined in the separate report to Council on Q2 performance.

Community Engagement

This program is aligned with Council's 2021-2025 strategic objectives, and the priorities identified in the recently endorsed Families, Youth and Children Strategy both of which were informed by significant community engagement.

Environmental Sustainability Considerations (including Climate Emergency)

There are no environmental sustainability considerations pertaining to this report.

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency) There are no environmental sustainability considerations pertaining to this report.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Council's approach to responding to health and wellbeing issues is through the Council Plan, with the Municipal Health and Wellbeing Plan. The local agencies that Council partners with take a dignified and human right-based approach to responding to mental health, homelessness and cost of living.

Economic Development and Cultural Considerations

Factors such as poor health, wellbeing, homelessness etc can impact an individual's ability to work which affects their financial stability and productivity. This may contribute to higher unemployment rates and reduced economic productivity.

Operational Impacts**Legal and Risk Implication**

No legal risk. Reputation and impact on individuals welfare could occur.

IMPLEMENTATION ACTIONS**RELATED DOCUMENTS**

Nil

ATTACHMENTS

Nil

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.10 MEMORANDUM OF UNDERSTANDING WITH DAREBIN CREEK MANAGEMENT COMMITTEE**Author:** Manager Natural & Civic Spaces**Reviewed By:** General Manager Infrastructure, Operations & Finance**EXECUTIVE SUMMARY**

Council has an established Memorandum of Understanding (MoU) with the Darebin Creek Management Committee (DCMC), which is responsible for delivering on-ground environmental works, education and advocacy along the Darebin Creek corridor, and primarily, within 'Darebin Parklands'.

The MoU is due to expire on 30 June 2025. Council needs to decide on its course of action beyond this date; otherwise, the agreement will lapse. Without a service agreement, Council would need to take over site management, which is not recommended due to the potential impact on service levels in other areas.

Substantial work has been undertaken to understand Council's options, however further work is needed to fully pressure test legal advice about options possible under the Local Government Act.

Therefore, this report recommends that Council endorse a 12 month extension to allow it to undertake further work. A further report would come to Council no later than May 2025 outlining Council's options for the period beyond the extension (30 June 2026).

Generally, Council has a clear obligation from a procurement and probity perspective to undertake a tender process for the delivery of services of the scale currently managed under the MoU that is in place. This arises from both the Local Government Act and Council's Procurement Policy. A key complexity is that although DCMC was originally conceived as a 'partnership' and set up with the intent of enabling collaboration between the member organisations (including Darebin City Council), it is a legally separate entity and as such is considered a 'supplier of services' to Council for the purposes of Council's procurement and probity obligations under the Local Government Act.

Given the complexities and further work required, the basis on which an extension is recommended is that this is part of a pathway to achieving compliance regarding Council's procurement obligations.

DCMC's performance managing Darebin Parklands and providing services outlined in the MoU has been excellent and officers recommend them as a good supplier of these services.

Officer Recommendation**That Council:**

- (1) Acknowledges and thanks the Darebin Creek Management Committee for their dedication and excellent work in managing the Darebin Parklands and coordinating the education and volunteer program across the Darebin Creek Catchment.
- (2) Extends the current Memorandum of Understanding (MoU) between Darebin City Council and Darebin Creek Management Committee (DCMC) to 30 June 2026 at the current funding level adjusted for the 2025/2026 Victorian Rate Cap.

- (3) Request a report to Council no later than May 2025 outlining Council's options for the period beyond 30 June 2025, and include updates advice on two matters requested by Council at its meeting on 28 January 2025:
- a. the possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage in a long-term [greater than 10 years] MOU.
 - b. options to increase the funding for DCMC in future years.
-

BACKGROUND / KEY INFORMATION

The established Memorandum of Understanding (MoU) with the Darebin Creek Management Committee (DCMC) is set to expire on June 30, 2025. This agreement outlines the responsibilities of both DCMC and Council in delivering on-ground environmental works, education, and advocacy along the Darebin Creek corridor and within Darebin Parklands.

DCMC was formed in 2001 through the merger of the Darebin Creek Co-ordinating Committee and the Darebin Parklands Committee of Management. It is an incorporated association and operates as a separate legal entity from Council. DCMC is responsible for coordinating the management and enhancement of the ecological and recreational values of the Darebin Creek corridor, which spans multiple local government areas.

While it is a separate organisation, Darebin City Council is a member of DCMC along with, Banyule City Council, Whittlesea City Council, Yarra City Council, La Trobe University, Friends of Darebin Creek and the Darebin Parklands Association.

Historically, Darebin City Council has provided recurrent funding to DCMC through an MoU to support land management services within Darebin Parklands and the coordination of environmental management activities along the Darebin Creek. Similarly, Banyule, Whittlesea, and Yarra City Councils have contributed funding to support DCMC's work.

This joint funding and partnership reflect the Council's commitment to environmental protection, regional collaboration, and the holistic management of a shared creek that spans multiple municipalities.

In 2023, VAGO made a recommendation to councils to undertake a review and assessment of all grants and funding agreements. This resulted in Banyule City Council (in partnership with Darebin) engaging an external consultant (RSM) to undertake an independent audit that looked into the governance practices relating to DCMC. The purpose of the audit was to *"evaluate the benefits of the recurrent grant funding provided to DCMC to ensure proper governance, transparency, and fairness, and that public money was being spent as intended"*. The report was completed in March 2023 and The report contained a mix of recommendations – some relevant for DCMC to consider and some relevant for the Councils to consider.

The risks relevant to Council have since been substantially mitigated through operational management with the exception of the risk relating Council's obligation to conduct a tender process for delivering services of this scale. To address this risk, ahead of the expiry of the current MOU, Council has sought further legal advice to understand these compliance obligations and options (confidential Attachment A).

Previous Council Resolution

At its meeting held on 28 January 2025, Council resolved:

That Council

1. *Expresses its thanks and appreciation to DCMC and its Darebin Parklands rangers and volunteers for their efforts in assisting the rehabilitation of the Darebin Creek corridor and Darebin Parklands over more than four decades. The transformation of these areas has been immense and Council and the community are indebted to the efforts of the DCMC staff and volunteers responsible for bringing that about.*
2. *Writes to Banyule Council to encourage them to continue their funding of DCMC and the Darebin Parklands rangers and to not outsource services that the current DCMC staff provide.*
3. *Notes that Council's Memorandum of Understanding (MOU) with DCMC is due to expire in June 2025 and Council has still not decided whether it will continue to fund DCMC.*
4. *Receives a report at the February 2025 Council Meeting on the status of the MOU, including:*
 - a. *any historic or current impediments to reaching a signed status.*
 - b. *the possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage in a long-term [greater than 10 years] MOU.*
 - c. *options to increase the funding for DCMC in future years.*

At its meeting held on 23 October 2023, Council resolved:

That Council

1. *Formally notes the finalised audit of the DCMC governance practices and thanks DCMC for their contribution and participation in this.*
2. *Acknowledges the DCMC Management response in relation to the audit findings.*
3. *Notes the Council actions in progress to mitigate several risks to Council.*
4. *Endorses the Council actions proposed to enable Council to consider how to best mitigate further risks ahead of the end of the current MoU in June 2025.*
5. *Requests a report to Council outlining options for the period beyond the end of the current MoU with DCMC by the end of 2024.'*

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

Extension of the MoU for 1-Year – 2025/2026

As a first step, Council Officers recommend, an extension of the MoU and funding to DCMC. This would ensure that services would not be disrupted and that the Darebin Parklands remain actively managed and safe. A 12 month extension would allow the time it takes to develop the way forward, bringing the funding model in alignment with the Social and Sustainability Procurement Policy to be applied and followed. While until pressure testing of legal advice is completed it is not clear if tendering will be required, if necessary, a 12 month extension would allow time to tender and evaluate a tender well ahead of the end of this extension period.

The basis recommended for an extension is as outlined in the current MoU and on the same financial commitment, adjusted for inflation (at the value of the rate cap). This would be \$287,903 (2024/-2025 value increased by 3% which is the announced rate cap for 2025-26) Ex GST.

Ensuring service continuity will protect the significant investments made in restoring and enhancing Darebin Creek and Parklands over the past decades. The proposed extension would ensure that DCMC can continue its work while further work on options is undertaken.

Existing MoU, Darebin's Procurement Policy and Legal Advice

Legal advice has identified the MoU at its core is a contract for service and Council's ability to contract is subject to additional constraints imposed by s109 of the Local Government Act 2020 (LGA) and Policy. Given the level of funding provided to DCMC annually, current advice is that Council has a clear obligation to undertake a tender process for the delivery of services within the multiple year MoU.

The legal advice is included confidentially at **Appendix A**, and outlines these issues, noting exemptions within the procurement policy would not be applicable.

The advice outlines that a 1-year extension of the MoU would continue to constitute a breach of the both the LGA and Darebin's Procurement Policy, councils risks are mitigate by the short term nature of the extension and in the context of 'working towards' compliance.

On balance officers regard the risks of not extending and the challenges associated with managing this parkland well for the community as greater than the risks of extending, notwithstanding the non-compliance.

Response to resolution of January 2025

A - History or current impediments to reaching a signed status

The current MOU for July 2022 – June 2025 is signed and was adopted by Council on 23 May 2022.

The main potential impediment to a new MOU relates to Council's obligations to undertake a fair and open procurement process, and for services of this scale, to tender. Further work is needed to fully pressure test the legal advice about the requirements of the Local Government Act. Current advice is that a new MOU could be established with the successful party following a tender process with the successful party.

Regarding historic impediments, the dates of reports to Council for extensions over the last 9 years are listed below, as well as the MOU end date. These reports can be found on Council's website and reviewed in full.

- DCMC MoU: July 2016 – June 2019
 - Report to Council 2016
- DCMC MoU: July 2019 - June 2020
 - No report put to Council
- DCMC Mou: July 2020 – June 2021
 - Council Resolution on 22 March 2021
- DCMC MoU: July 2021 – June 2022
 - Report to Council - 26 April 2021
- DCMC MoU: July 2022 – June 2025
 - Report to Council 23 May 2022

B - The possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage in a long-term [greater than 10 years] MOU.

Further work is needed to fully pressure test the legal advice about the requirements of the Local Government Act. It has not been possible to fully resolve this currently.

The latest legal advice is attached as **Appendix A**. It is proposed that further work be done, and Council receive a further report no later than May 2025.

C - Options to increase the funding for DCMC in future years.

Specific options will depend on the outcome of the further work needed and an update will be provided in the report to Council in May 2025.

Generally, Council has three main options to distribute funds to DCMC or any other community organisation and which meet its general obligations for fair and open procurement, and which maximise use of community funds:

- Use Council's community grants program as the mechanism to allocate funding. The next grants program will be open for applications from 1 April 2025 and close 31 May 2025
- Tender for service providers (noting there are some limited exemptions for highly specialised, urgent or small-scale services but which don't apply to services of the scale or nature discussed in this report).
- Seek expressions of interest from organisations to lease or licence Council land and facilities and in the course of this consider applications and requests for rental subsidies. Note that Council also has scope to consider leasing or licensing land without a competitive process, although it usually needs to consult.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Budget is allocated in 2024-25 for management of the Darebin parklands in line with the current MoU. Unless otherwise directed by Council, the draft budget will be prepared with provision for the same level of budget (adjusted for the rates cap) as is the typical approach for ongoing operational functions.

Community Engagement

An extension of 12 months to the current MoU will ensure that the Darebin Park Lands are managed and maintained in the same way until 30 June 2026.

There is no community engagement planned for this extension. The DCMC executive is aware that a report will come to Council for consideration in February and will be advised of the opportunity to make a submission to the Council meeting.

Following Council's decision, the outcome of the decision will be shared with DCMC.

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

Have been included into existing MoU.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An EIA/GIA was not completed in the establishment of the MoU.

Economic Development and Cultural Considerations

The Darebin Parklands site has cultural significance, and it is recommended that consultation with the Wurrundjeri Woi Wurrung corporation be undertaken in relation to any long term plans for the site.

Operational Impacts

There are not specific impacts of an extension. It would be an operational challenge if the MoU were to expire. It would be disruptive for both Council park management services and DCMC's functions. There would be a short-term impact on service standards at Darebin Parklands and other council parks.

Regular meetings between member Councils and the DCMC will continue to occur throughout the process to support implementation actions and next steps.

Legal and Risk Implications

Refer to Appendix A. Officers will further pressure test this legal advice and options Council has for meeting the Local Government Act requirements.

IMPLEMENTATION ACTIONS

If the 12 month extension is approved, advise DCMC and all parties to sign the MoU accordingly.

In preparation for the May Report to council the next actions are:

- March/April Council Briefing
 - Report to Councillors outlining:
 - Legal advice regarding meeting Local Government Act and Procurement Policy.
 - Attendance from Council's lawyers on advice w/ Q&A.
 - Detailed options for future for DCMC and management of Darebin Parklands covered in the current MoU.
- May Council Meeting
 - Report seeking direction on options for next steps.

Targeted Actions for Long-term Solution

- October / November Council Briefing
 - Updated on long-term solution and upcoming decision.
- December Council Meeting
 - Aim to have long-term management option presented to Council for decision.

RELATED DOCUMENTS

Nil

ATTACHMENTS

- DCMC Legal Advice (**Appendix A**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

9.11 CONTRACT AWARD - CT202439 MARYBOROUGH AVENUE KINDERGARTEN EXPANSION**Author:** Capital Project Manager**Reviewed By:** General Manager Infrastructure, Operations & Finance

EXECUTIVE SUMMARY

The Maryborough Avenue Kindergarten Expansion Project (The Project) was established to ensure there is community-managed kindergarten available in the Kingsbury area. Council has prioritised expansion of kindergarten capacity to meet community demand in the Council Plan 2021-2025.

This report recommends Council enter a contract for construction of the Project. It outlines the tender process Council has undertaken to identify the best value contractor, reports on the tenders received and the assessment against the evaluation criteria and outlines the Tender Evaluation Panel's recommendation.

If endorsed, the contract will be effective beginning in March 2025 enabling construction to commence and conclude in December 2025.

In November 2024, officers tendered a construction contract to build the new facility through a public open tender process in accordance with Council's Social and Sustainable Procurement Policy and procurement guidelines. A successful tender evaluation, supported by the project's probity advisor, was completed through a detailed evaluation process comprising of a panel of council officers and technical experts, undertaking financial and reference checks also. The proposed contract price is within the project budget.

Maryborough Avenue was identified through a feasibility study as a site with great development potential to maximise and increase capacity of children to address community needs. Documentation was endorsed to progress beyond the feasibility stage and was finalised in 2023.

A budget of \$3.06M (ex GST) was established in 2024 comprising of State Government grant funding and Council funding. The Project is expected to remain within budget considering the tendered price, contingency allowance, project management, costs, permits and other normal components of this capital project budget.

Officer Recommendation

That Council:

- (1) Awards contract No. CT202439 Maryborough Avenue Kindergarten Redevelopment to _____ for the contract sum of \$_____
- (2) Confirms the contingency budget for the project as outlined in the confidential report to cover variations and unforeseen items under contract No. CT202439 and authorises the Chief Executive Officer to vary the contract;
- (3) Authorises the Chief Executive Officer to finalise and execute the contract documents on behalf of the Council.

BACKGROUND / KEY INFORMATION

The Maryborough Avenue Kindergarten Redevelopment project arose from State Government changes to funded three-year-old kindergarten which meant that from 2022, Darebin children were entitled to two years of funded kindergarten before starting school. Previously, families only received funding for four-year-old kindergarten. State Government modelling conducted jointly with the Victorian Department of Education and Training and Darebin City Council in 2021, revealed that current kindergarten infrastructure in Darebin would not be able to provide places for all children if capacity was not increased soon.

Ensuring equitable access to kindergarten for all children particularly those from vulnerable backgrounds requires increased provision of funded kindergarten places within community-managed services, which are more affordable for families on low incomes. Currently the distribution of community-managed facilities in Darebin is uneven with Kingsbury, Preston East and Preston West under-served and gaps in Reservoir East and West.

The current subject site at 14-16 Maryborough Avenue has been in constant use as a kindergarten since its development in 1975. The building is single storey, predominately of blockwork construction, extending over two properties with a double width frontage. The building is current split into two wings – a smaller wing to the north and a larger wing to the south. For some time, a maternal health office occupied the smaller northern wing.

The proposed design combines both wings, extending the north wing to the northern property boundary to create a new kindergarten room. The existing floor plan of the northern wing has been thoughtfully adapted to house new services, such as an office space, a kitchen, children's bathroom and storage areas, to support the new playroom's function.

The design efficiently retains the existing kindergarten room in the southern wing, proposing to update the existing tired internal finishes & fixtures, while retaining the charm of the 1970s exposed roof structure. Other design considerations include a new formal entry foyer, a defined cleaner's closet and end of trip facilities for staff.

Accessibility has been a paramount consideration in the design; the proposal is fully accessible, including kitchen spaces and children's bathrooms.

Outdoor areas have been upgraded and improved, to maximise children's outdoor play experience. The outdoor facilities have been improved and increased – with the addition of bike & cargo bike hoops for parents and a defined bike storage cage for staff. The existing, informal staff carparking at the front of site will be clearly defined and upgraded to include a single formalised accessible car parking space to comply with current requirements.

The expansion works means that the number of children accommodated by the centre will increase by 38 from 28 to 66. Additionally, the hours of operation of the centre will increase from 8.30 - 1.30 Monday to Friday to 8.30 - 4.30 Monday to Friday to meet community childcare needs.

Project Funding

The Maryborough Avenue Kindergarten Expansion Project is funded by Council and the Department of Education through the Building Blocks Partnership Agreement, a State Government initiative that outlines an agreement for co-investment in a pipeline of kindergarten expansion projects. The table below illustrates the breakdown of allocated funds from both parties.

YEAR	1 2024/2025	2 2025/2026	TOTAL Ex GST
Budget Estimate Grant Funding (ex GST)	\$0	\$ 1,727,272.72	\$ 1,727,272.72
Budget Estimate Council Contribution (ex GST)	\$400,000.00	\$930,030.00	\$1,330,030.00
Budget Estimate Total (ex GST)	\$400,000.00	\$2,657,302.72	\$3,057,302.72

Table: Project Funding & Source

Previous Council Resolution

In October 2023 Council committed to three projects as the first tranche of kindergarten expansion program projects. At its meeting held on 23rd October 2023, a report was presented to Council providing an update on the Kindergarten Expansion Program. Council resolved:

*‘That Council: (2) Endorses Option 3 of the Kindergarten Expansion Program which includes:
b. Agreeing in principle to the delivery of the expansion of Maryborough Avenue Kindergarten (38 additional places) (subject to confirmation through the annual budget process) to be delivered by January 2026.*

At its meeting held on 16th December 2024, a report was presented to Council to provide an update on the kindergarten projects being led by the Department of Education. Council resolved:

‘That Council: (2) Notes the awarding of the construction contract for the expansion of Maryborough Avenue Kindergarten, Kingsbury, is expected to Council for consideration and approval in February 2025.’

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

The expansion of kindergarten capacity to meet the extra demand created by the roll-out of funded three-year-old kindergarten and the introduction of four-year-old is a Council priority reflected in the Council Plan 2021-2025.

This priority is also outlined in the Early Years Infrastructure Planning Framework 2021-2041 which includes Action 4: “Provide additional service capacity in localities where additional capacity is needed through, where feasible and cost effective, expansion of existing facilities”.

The projects that are proposed for inclusion within the kindergarten expansion program and the Building Blocks Partnership Agreement were selected based on four primary criteria:

- Meeting unmet demand for kindergarten places
- Supporting equity in access to sessional kindergarten and community-managed childcare services
- Service viability
- Return on investment for Council capital investment

DISCUSSION

Confidentiality

Confidential information is contained in **Appendix A**, as circulated in the confidential section of the agenda attachments, in accordance with section 66(2)(a) and the definitions of ‘confidential information’ in section 3(1) of the *Local Government Act 2020* (Vic). The information relates to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

The item has been included in the public agenda to facilitate transparency and accountability in Council's decision making. If discussion of the confidential information in the attachment to this report is required for Council to make a decision, this item will be deferred to the confidential section of the agenda.

Recommendation to Appoint Preferred Contractor

In accordance with Council's Social and Sustainable Procurement Policy 2021, a public tender methodology was adopted to source and identify Council's preferred contractor. The tender sought lump sum tender prices based on a set of detailed drawings and project specifications. Further details of the tender and evaluation process can be found in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion**.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

This project has been planned to be delivered across two financial years, starting in the 2024-25 financial year. Council included it in its four-year *Capital Works Program* endorsed in June 2023, grouped with other kindergarten expansion projects. The funding source is both grant funding and Council funding (refer *Table: Project Funding & Source* above).

Throughout each design stage, cost plans undertaken by an independent Quantity Surveyor were obtained to test the project budget, refine costs of construction and update budget allocations with the overall budget envelope.

After the final stage of design was undertaken, the project was paused for a year, while the grant funding was finalised. When the project was reignited, the design documentation was updated to accommodate the new ESD policy requirements, which had an impact on the construction cost.

A detailed total project cost estimate can be found in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion**.

THE TENDER PROCESS

Public Tender

In accordance with Council's Social and Sustainable Procurement Policy 2021, a public tender methodology was adopted to source a contractor to deliver the kindergarten expansion. Tenders were advertised on Council's online portal website and in The Age newspaper. Tender conditions were based on Council's Standard Request for Tender document and contract conditions were based on AS4000 - 1997 General Conditions of Contract (as amended for Council requirements). The tender sought lump sum tender prices based on the tender design documentation and project specifications.

Request for Tender (RFT)

The Request for Tender was issued on 9th November 2024 and closed on 5th December 2024. Details of the tenderers who submitted proposals by the closing date and time are outlined in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion**.

Tender Evaluation

The tender submissions were assessed and evaluated against the following pre-established criteria:

Pre-established weighted criteria:

- Tendered Price
- Experience & Capacity
- Methodology & Program
- Sustainable Initiatives & Practices
- Social Initiatives & Practices
- Local Business Content

Mandatory requirements assessed on a pass/fail basis:

- Compliance: Conflict of Interest Declaration, OH&S and Working with Children Checks (WWCC)
- Compliance: Insurances & Workcover
- Compliance with Specification
- Compliance with Agreement
- Compliance: Financial Viability & Corporate Scorecard Assessment (undertaken on preferred contractor only)
- Reference Checks (undertaken on preferred contractor only)

- Cyber Security Assessment & Information Privacy (undertaken on shortlisted contractors)

The evaluation details, final scores and resulting matrix are provided in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion** and **Appendix D Final Tender Evaluation Matrix**.

Community Engagement

Advice from the Governance & Communication team has been to undertake a mailout to impacted residents, prior to construction.

The project team will work with surrounding properties and the contractor to mitigate as much as possible impacts on the neighbourhood.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;
- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The Procurement

In line with Darebin's declaration of a Climate Emergency and its broader environmental sustainability commitments, the tender evaluation criteria benefited suppliers who demonstrated a strong commitment to minimising environmental impacts through their processes and practices.

Additional details on the preferred contractor's environmental practices can be found in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion.**

The Design

The design of Maryborough Avenue Kindergarten redevelopment meets Council's current ESD policy. There have been some constraints in meeting all requirements due to the existing orientation and fabric of the building.

The design incorporates many sustainability measures including:

- Reticulation of catchment water
- Solar PV system
- Heat pump hot water units
- All electric, high efficiency appliances
- Great passive design principles
- End of trip facilities for staff
- Electric Vehicle charging infrastructure
- Integration of Water Sensitive Urban Design Principles

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The Procurement

In line with Darebin's Social and Sustainable Procurement Policy, the tender evaluation criteria gave weight to social initiatives and practices. Tenderers were assessed on their ability to demonstrate commitment to address disadvantage, improve equity and deliver social value.

The Design

An Equity Impact Assessment was undertaken for the Early Years Infrastructure Planning Framework. From this, four main guiding principles were defined to guide the design of future projects. These were:

- **Equity.** Ensuring equitable access to affordable and high-quality services across Darebin, with a focus on ensuring access for communities experiencing disadvantage.
- **Access.** Providing accessible conveniently located facilities for all children and families, including those with disability, and addressing gaps in the current supply.
- **Diversity and inclusion.** Providing welcoming, culturally safe and inclusive facilities and services for all children and families.
- **Choice.** Supporting a diversity of service models so that families have the opportunity to choose services that suit their circumstances, preferences and needs, including both sessional and integrated kindergarten programs.

Economic Development and Cultural Considerations

The established evaluation criteria was used to assess Tenders and those that demonstrated a local economic contribution and ability to deliver on positive social value were scored in line with these criteria. Additional details on the preferred contractor's Economic Development considerations can be found in **Appendix A Confidential Contract Report – Contract Award CT202439 Maryborough Avenue Kindergarten Expansion**.

Operational Impacts

Council Officers successfully negotiated a temporary kindergarten venue for the relocation of the staff and children from Maryborough Avenue Kindergarten during the construction period.

The kindergarten will be relocating to the existing Children's Room in Darebin North East Community Hub (DNECH) in Bundoora. Some minor requests from the Quality Assessment & Regulation Division (QARD) of the Department of Education, such as the installation of convex mirrors to increase child-staff visibility have been initiated to ensure a successful licencing process. There is budget available to accommodate this.

Legal and Risk Implications

Probity

- Council's Procurement Policy mandates that a probity advisor be engaged for all projects valued at \$1,000,000 or greater. An independent probity advisor was engaged to provide an overview of the probity tasks and findings in relation to the tender evaluation process.

Contractor Suitability

The preferred contractor has demonstrated the appropriate level of expertise for this project and was evaluated accordingly. They have been assessed as an acceptable risk based on insurances, OH&S considerations and third-party financial health checks, in alignment with procurement policy requirements for risk assessment. A copy of the preferred contractor's third-party financial report can be found in **Appendix B Contractor Financial Report**.

IMPLEMENTATION ACTIONS

The contract is scheduled to commence in March 2025, with works on site to commence in April 2025. It is expected to reach practical completion in December 2025, subject to extensions of time granted or inclement weather.

This contract has a defects liability period of 52 weeks from the date the practical completion certificate is issued by Council's superintendent to the contractor.

Stage	Indicative Dates
Council Meeting (Award Construction Contract)	24 February 2025
Contract Execution	March 2025
Construction Commencement	April 2025
Complete Construction – Practical Completion	December 2025
Defects Rectification, Final Completion, Handover	January 2026
End of Defects Liability Period	December 2026

Table: Project Program

RELATED DOCUMENTS

Nil

ATTACHMENTS

- Confidential Contract Report - Contract Award CT 202439 Maryborough Avenue Kindergarten Expansion (**Appendix A**) Confidential - enclosed under separate cover
- Contractor Financial Report (**Appendix B**) Confidential - enclosed under separate cover
- Architectural Documentation (**Appendix C**) Confidential - enclosed under separate cover
- Final Tender Evaluation Matrix (**Appendix D**) Confidential - enclosed under separate cover
- Quantity Surveyor's Tender Analysis (**Appendix E**) Confidential - enclosed under separate cover
- Probity Report (**Appendix F**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

10. ITEMS TO BE TABLED

Nil

11. NOTICES OF MOTION

Nil

12. URGENT BUSINESS**13. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL**

In accordance with Section 66(2) of the Local Government Act 2020, Council may resolve to close the meeting to members of the public to consider the following item, deemed to be confidential in accordance with Section 3(1) of the Act for the reasons indicated:

13.1 CLOSED LANDFILL AFTERCARE

This item is designated confidential because it is legal privileged information, being information to which legal professional privilege or client legal privilege applies, pursuant to section 3(1) (e) of the Act.

CLOSE OF MEETING

Recommendation

That in accordance with section 66(2) of the Local Government Act 2020, Council resolves to close the meeting to members of the public to consider the items designated confidential, on the basis that the matters are confidential in accordance with Section 3(1) of the Act.

RE-OPENING OF MEETING

Recommendation

That the meeting be re-opened to the members of the public.


13. CLOSE OF MEETING

**CITY OF
DAREBIN**

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